

Master's Thesis

A TOURISM MANAGEMENT PERSPECTIVE TO CSR IN A NATIONAL PARK:

Case of the Luxury Fairmont Chateau Lake Louise Hotel and Resort
in the Banff National Park

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<p>Tiivistelmä – Referat - Abstract</p> <p>The main objective was to identify and analyze the tourism management perspective to Corporate Social Responsibility (CSR) at the luxury Fairmont Chateau Lake Louise (FCLL) Hotel and Resort in the Banff National Park (NP). It is viable for a company to conduct responsible business operations, especially in protected areas, because of a great influence of Environmental Non-Governmental Organizations (ENGO's) and high customer awareness of environmental issues. Definitely, large chains of luxury hotels and resorts, such as the Fairmont, are greatly dependent on their reputation and engagement with the communities' well-being and handling the environmental issues in the area of business operations.</p> <p>The thesis is divided into several parts, i.e. introduction, theoretical background, methodology and previous research, results of the research, and conclusions and discussions. Undoubtedly, all of the above mentioned parts are essential in order to get a complete picture of the thesis topic and its achieved objectives. As a matter of fact, the current Master's thesis comprises various industries with hospitality, tourism, and forestry. In order to gain the stated objectives, a deep analysis of the literature related to the topic and online sources was conducted, as well as email interviews with some representatives, i.e. certain managers, of the FCLL. Obviously, not all of the respondents were able to answer in time or to answer at all due to various reasons; however, the received replies were enough to make their contribution to the current thesis. The questions were especially designed to fit the respondents and to get a better insight into the FCLL's business activities in the Banff NP.</p> <p>As the results showed, the FCLL has a good reputation due to its dedication and achievements, regardless of the plans to build a conference center and previous negative impact on the environment in the area. FCLL is trying its best to become a good "citizen" by following its CSR practices and engaging stakeholders. The FCLL's major focus is to diminish negative impacts from its business operations in the park, i.e. on its various environmental programs, engaging not only personnel of the company, but communities and customers. These results were used as a basis of a SWOT analysis to have a clearer and visible representation of the FCLL's current position, taking all the issues into consideration.</p> <p>In conclusion, this research shows that the luxury Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park has a good image and reputation due to its various environmental programs, dedication to its responsible business operations, and engagement of the involved stakeholders; therefore, it is clear the company has a great potential based on its achievements and willingness to make its positive contribution.</p>			
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The current Master's thesis involves two major industries and focusing on both marketing and management; therefore, I have a chance to combine everything I am truly interested in. The combination of hospitality and tourism with forestry is an exciting opportunity to study real life cases and get a deeper understanding of business activities.

Definitely, the choice of the thesis topic was shaped along the way, when the first ideas were collected in the beginning of studies at the University of Helsinki. Various assignments, personal interest, and a conference in Prague influenced my choice. Furthermore, the focus was chosen immediately on the luxury Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park as the only logical choice due to many various factors, for instance, my previous work experience at hotels, my previous Bachelor's thesis topic, and a chance to study the case of a hotel of one of my favorite hotels and resorts chain.

Undoubtedly, I would like to thank all people who were involved, i.e. first of all, both of my supervisors, Petri Parvinen, for being a good tutor during the process of writing, and Pasi Puttonen, for providing me with incentives; secondly, Katja Lähtinen for providing me with some ideas during the discussion; thirdly, the representatives of the luxury Fairmont Chateau Lake Louise Hotel and Resort for taking their time and efforts to reply to my emails and answer the interview questions made for the research purposes; fourthly, Michael Starr, one of my professors and a responsible for the Master's thesis course, for patience, flexibility, and efforts to provide all of us with the necessary information; and last but not least, my previous Bachelor's thesis supervisor, Markku Järvinen, who inspired me to continue my studies and to keep my direction in life.

To sum up, the current Master's thesis has become something really important due to my personal interest, previous experience, and previous thesis. Obviously, every person who directly or indirectly influenced my choice made a great contribution. Besides, this thesis was written during my busy schedule at work, which is tightly related to the topic; therefore, it has become the topic of life and reflection of my acquired knowledge.

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1 INTRODUCTION

Nowadays, the humanity's actions and impact on the environment are discussed worldwide more and more, especially in relation to business activities. The question of coexistence of business and the environment is producing numerous debates, research, and studies on whether humans are capable of running business with a little or no negative impact on the environment. Therefore, the current topic is quite up-to-date and important in terms of its practical use and relevance to other similar and/or common businesses.

This particular thesis is dedicated to the tourism management perspective to Corporate Social Responsibility (CSR) at the luxury Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park in the province of Alberta, Canada, and its influence on the surrounding area. The Fairmont chain of hotels and resorts is one of the world's largest and best luxury hotel and resort chains (Forbes 2015), thus it has great influence on the development of the trends, as well as constant attention from the public and the Environmental Non-Governmental Organizations (ENGO's).

The thesis is going to comprise two industries, i.e. hospitality and tourism, as one, with forestry. The major focus will be on how the hotel is positioning and, thus, marketing itself in relation to the national park it operates in, on good and bad outcomes of the hotel's business activities, and on possible ways to solve existing and presumably forthcoming problems. As national park is a separate entity managed by Parks Canada (Parks Canada), the hotel has to take all the concerns and environmental issues of the park into consideration when planning its operations.

Obviously, tough pressure from the global competition, as well as the economic crisis and political situation in the world, pushes some businesses to the edge of violating laws and personal ethics. Besides, along with the changes on our planet, the code of conduct of each particular business is often shaped by circumstances in order to remain viable in the so-called "red or blue ocean" (Blue Ocean Strategy), depending on the field which it operates in. On the other hand, we can observe the rise of the Environmental Non-Governmental Organizations (ENGO's) in addition to the public influence, which puts businesses in certain limits and in some scenarios, makes them either compromise their higher profit or reputation.

Clearly, there is an ongoing controversy around the growing number of tourists visiting the park; some say it extremely good for the economy of the province and the country in general, while some are concerned not only about the “visitor experience”, but also about the environment (The Association for Mountain Parks Protection and Enjoyment 2015). Moreover, there are discussions about the traffic management in the area in order to decrease negative consequences of rising numbers of visitors and to increase visitor experience, especially in relation to the hotel and its services.

The main objective of this Master’s thesis is to identify and analyze the tourism management perspective to CSR at the luxury Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park. It is quite essential to understand how certain businesses position themselves and operate in protected sensitive areas, especially at times of a fierce competition in hospitality and tourism when each action is being monitored and guided by all or most of the involved stakeholders.

In order to reach the stated desired objective, the following research questions have been formulated:

1. How the hotel and resort’s CSR practices are promoted by the management in relation to the park?
2. Does reality match with what has been promoted?
3. What are the risks of not keeping promises in this business?

The research is aiming at gathering the background information in order to get a clear comprehension of the industries described in the research, history of the research objects, previous findings, and the data concerning the FCLL managers’ tourism perspective to the CSR in the Banff National Park and its (CSR) implementation in practice. Undoubtedly, it is required for a complete picture, thorough analysis, and relevant recommendations. For this thesis various sources are going to be used, i.e. books and articles, websites, and online interviews.

2 LITERATURE REVIEW

Obviously, it is extremely essential to understand the industry or industries the company operates in, to get a clear and complete picture in order to set directions for the research and implement proper actions to reach the objective(s). Knowing and comprehending the core component of the

business is crucial to be able to make sufficient research and thorough analysis along with the relevant conclusions and recommendations. For that reason, special literature and other related sources are going to be reviewed and studied.

2.1 Hospitality

In order to understand what “hospitality industry” really means, it is required to find out the definition of the term and the industry’s major components. Different dictionaries provide us with the definition of the hospitality industry that comprises accommodation and catering services, for example, “hotel, motels, inns, or such businesses that provides transitional or short-term lodging, with or without food” (Business Dictionary). However, other sources give us broader and more detailed description, in which the hospitality industry is divided into several categories, i.e. accommodation, food and beverage, travel and tourism, recreational services, and clubs.

As a matter of fact, accommodation is set to be divided into various types, such as hotels, motels, resorts, hostels, apartments, and so forth. It is quite essential to know and understand these major types not only for having a clear comprehension of the main components of the current Master’s thesis, but for one’s own practical purposes, for example, when choosing a destination and suitable place to stay. Therefore, it is crucial to take a brief look at each one of these major types.

Hotels are probably the most popular type of accommodation in the world. According to Business Dictionary, a hotel is “a commercial establishment providing lodging, meals, and other guest services”. Hotels must include private bathroom facilities, must be classified into “star” categories, ranging from 1 to 5, though such ranking might be slightly different from country to country. Speaking of the chain hotels, there are certain standards for amenities, uniform, logo, menus, positions within the hotel, and promotion strategies.

What comes to the “star”-ranking of hotels, there is a brief description of what is provided (Figure 1):

- 1-Star - Limited choice of services and provided amenities
- 2-Star - Private bathroom, telephone, and some more amenities provided
- 3-Star - Rooms have more space, some decorations and furniture, color-TV, parking place, a bar or lounge within the hotel premises, and often sport facilities

- 4-Star - The hotel itself is bigger in size having more rooms to offer, wide range of amenities, room service, restaurant with an excellent cuisine, bar and/or lounge, sport and exercise facilities, parking place, and quite often a meeting room or boardroom
- 5-Star - A large hotel offering the widest range of amenities, room services, restaurant with an excellent cuisine, bar and/or lounge, sport and exercise facilities, parking place, several meeting or conference rooms, a swimming pool or swimming pools, and sometimes spa-centers

Despite the worldwide 5-star ranking classification, the United States often provide their own classification in 9 categories, ranging from the Moderate Tourist Class to a Superior Deluxe (Business Dictionary).

Motels, or motor hotels (as they are often called), are the “roadside overnight accommodation facility that offers little or no amenities (such as attached bathroom or room service) other than parking space” (Business Dictionary). Overall, various sources describe the same idea of such lodging, but a few point out that parking spot is easily accessible from their rooms and this type of accommodation is quite common in the United States and Canada, where the motel customers mainly travel by cars.

Hostels represent another type of lodging, especially popular with young people. According to Hostel Management, a hostel is “a budget-oriented, shared-room ("dormitory") accommodation that accepts individual travelers (typically backpackers) or groups for short-term stays, and that provides common areas and communal facilities”. By definition, a hostel means that there are many travelers in the same room, though hostels provide private rooms as well. Moreover, there is an additional definition of a hostel that includes homeless and drug-addicted people, which gives a broader understanding of this type of accommodation.

Apartments, or apartment hotels, are hotels “with furnished suites of rooms including kitchen facilities, available for long-term or short-term rental” (Oxford Dictionaries). This type of lodging is good for travelers who prefer to have similarity to a home life, having a feeling of own apartment, that is why this choice is becoming more and more popular around the world.



Fig. 1. The 5-star ranking of hotels (Business Dictionary)

According to Vault, “resorts are hotels that offer recreational or social activities in addition to lodging” (Vault). This type is becoming more and more popular day by day. Customers tend to value the overall experience, despite the costs. The resorts or resort hotels, as the term is commonly used, are considered to be luxury facilities in the near proximity to the spectacular beaches, spas, ski centers, historic sights aimed at travelers having their vacation. As a matter of fact, some resort hotels are still focusing their operations on certain seasons only; however, the majority of them operate on all year round (Global Britannica). Recreation services are the essential part of the resorts’ operations as they complement the overall experience and they are

the core of this type of accommodation. Without such services a resort would be just a nice looking hotel.

In addition to all the above mentioned types of accommodation, there are a few more which can be categorized as either hotels or separate types, such as residential hotels, providing permanent housing for a week, month, or sometimes for a year offering a dining and maid service, and convention hotels and centers more aimed at business people and companies renting the facilities for their needs (Vault).

Regardless of the type of accommodation, all establishments require quite similar functions to be performed, thus producing a need for the positions similar around the globe (Figure 2). Hospitality as the industry is focusing on customer satisfaction where customer needs come first (Best Hospitality Degrees). Therefore, personnel are supposed to be well trained, possess a special personality type, and be competent enough to handle problems. In order to be able to provide the service any time of the day, most of the establishments in this industry “operate on a three-shift system, providing 24-hour service for their guests” (Vault).

Hotels	Motels	Hostels	Apartments	Resorts	Other types
Lodging Meals Guest services Various amenities and facilities Parking place Spa	Lodging (short-term) along highways Parking place	Shared-room lodging (short-term) Common facilities	Furnished rooms, (long-term) lodging	Lodging Meals Wide range of guest services Various amenities and facilities Parking space Spa Recreation or social activities	Lodging Meals Business services Special amenities and facilities Parking place Etc.

Fig. 2. Classification of accommodation types (Business Dictionary)

Obviously, hospitality is a very broad industry, which includes a number of other industries, departments, positions, and levels; thus. It has good opportunities in terms of employment and career development. Companies tend to hire the best of the best; they look at the candidates' skills, behavior, and personality. There is a battle for customers in this industry; therefore, it is crucial to keep the service on a high level providing excellent memorable experience. Definitely, benchmarking is not something that just companies do, customers do tend to compare various hotels, different brands, and to value their performance. It is not only about the price a customer is willing to pay, it is about the service level to meet and even exceed expectations. Thus, brand loyalty is something that all hotel chains are after (Best Hospitality Degrees).

As for the brand loyalty, it is important to understand the meaning of the term, which is described as commitment to a brand by consumers making repeat purchases of goods or services of a particular brand over time. As a matter of fact, loyal consumers stick to their “preferred brands, regardless of convenience or price” (Investopedia). Therefore, various loyalty programs, such as rewards programs, are so popular and hotels implement them on a regular basis, which makes a hotel chain quite distinctive with its own loyalty program. Consumers expect to see and get real benefits from their membership in the loyalty program; and that is the core of it.

Naturally, speaking of a brand loyalty, we need to have a clear idea of what the term “brand” means. According to the American Marketing Association, a brand is "a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors" (Kotler and Keller 2006, p.274). Thus, it is essential to be recognizable, different, and offer a good quality of goods and/or services to keep the brand loyalty vital.

2.2 Tourism

In order to understand what tourism really means, it is necessary to take a closer look at its definition, which states that tourism is “the activity of traveling to a place for pleasure” (Merriam-Webster). However, there is an additional definition of the term, which describes tourism as “the business of providing hotels, restaurants, entertainment, etc., for people who are traveling” (Merriam-Webster). Therefore, we can speak about this industry as a business, consisting of other businesses, providing services for its customers.

As a matter of fact, tourism is often described as an activity for recreation, which is found in a certain destination. It also includes special promotions of the services, hotels and resorts, exotic places, and so on. Definitely, this business includes travel agents and tour operations, as well as transportation (Developments and challenges in the hospitality and tourism sector, International Labour Organization 2010). Moreover, tourism has also evolved from something people enjoy themselves into something they want to know about, either as advice on accommodation, places to visit, or as a replacement of a physical experience of being in a desired destination, i.e. travel stories, TV-show, magazines, journals, and so forth. This is a so-called “travel journalism”; despite seeming an easy thing to do, it requires a personal style, interest from the public, and a visual representation in a good quality (The Guardian). Therefore, we can see different forms of travel journalism, for example, Travel Diaries App, Travel Channel, TOHOLOGY, etc.

Obviously, tourism, as an industry, creates a so-called “network” with the involved industries in order to provide a customer with the ultimate experience. It is especially crucial when it comes to luxury travel business. In other words, tourism makes “greater use of partnership arrangements” (Ball 2004, p.53); thus, a customer perceives it as one perfect vacation or time off. That is the core idea behind these industries; they can exist separately, but they gain more working together.

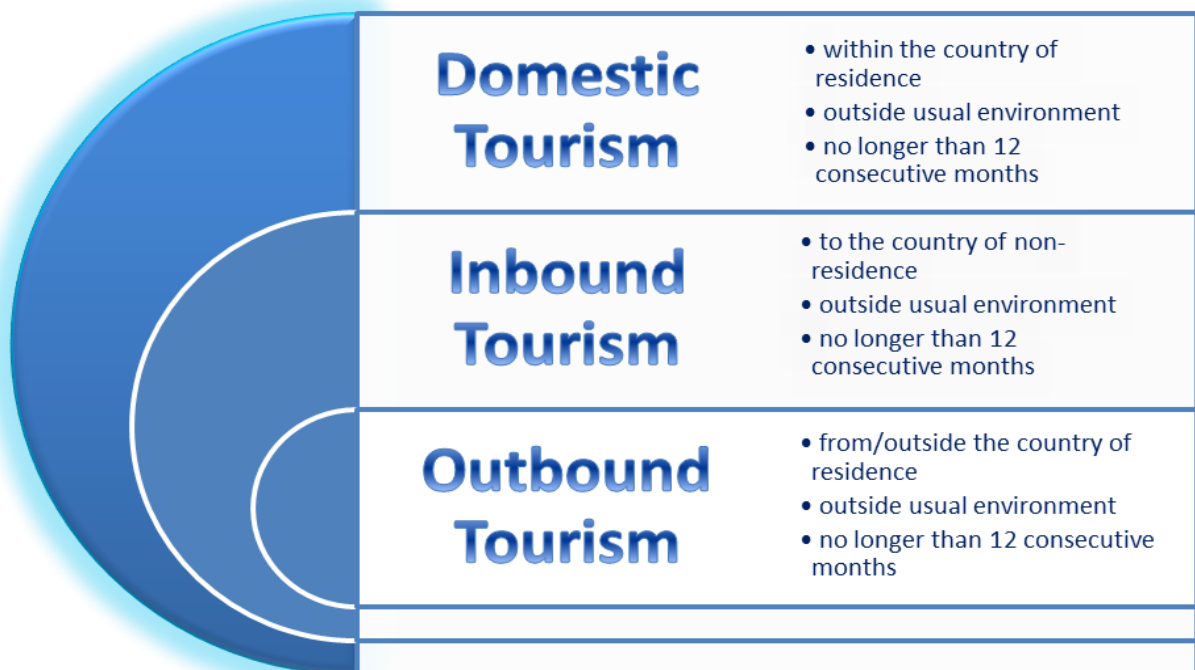


Fig. 3. The three forms of tourism, according to the United Nations (1994)

As for the tourism industry itself, it is essential to know that it is divided into “inbound” and “outbound”, as well as “domestic” tourism (Figure 3). Domestic tourism means that people travel within their country of residence, but “outside their usual environment”, whereas inbound tourism is about people traveling to a country of destination, where they are non-residents, meaning “outside their usual environment” as well (Statistics Finland). Outbound tourism means that people travel outside their country of residence and “outside their usual environment” to a chosen destination (Statistics Finland). The limitation to be considered one of these forms is 12 consecutive months, regardless the purpose of their travel, whether it is business, leisure, or anything else.

According to UNESCO, tourism is “one of the world’s fastest growing industries and is a major source of income for many countries”; therefore, the influence on and of this industry is significant worldwide. Tourism is directly and indirectly an employer for 8 per cent of the world’s workforce, besides the estimations show that “one job in the core tourism industry creates about one and a half additional or indirect jobs in the tourism-related economy” (Pratt 2011, p.244). The new data provided by the World Travel and Tourism Council (as per 2015) states that this industry is expected to grow even faster than the global economy, helping keep and create more new jobs, increase the flow of money due to consumption and expenditure, and enhance cultural awareness (Hospitality Net).

Tourism is also a good source of education, i.e. travelers tend to visit all the possible places, enjoy the sightseeing, and discover something about history of a chosen destination. All that, in addition to a great source of revenue for the companies, is a “cultural agent”, getting people a little more familiar with the place (World Travel and Tourism Council 2015).

As mentioned before, tourism is tightly connected with other industries to be able to fulfill customer requests. In order to do that, the tourism industry requires “travel agencies, tour operators, transport companies, food and beverage firms, souvenir shops, attractions including entertainment and recreational facilities, and other retailers supplying tourists” (Kusluvan 2003, p.2).

Obviously, tourism is an industry which is constantly evolving and offering new types, whereas some types slowly disappear; therefore, it is required to keep track of changes, learn, and

comprehend existing and new types of tourism to be able to analyze positive and negative impact, opportunities and threats, and cooperation with other industries.

2.2.1 Classification of Tourism

In order to get a clear picture of this industry, it is necessary to learn how tourism is classified into various types (Figure 4). In many cases, tourism has been divided into active and passive, where active comprises physical activities of tourism and passive comprises more relaxed, “no-rush” types of tourism (Geography Field Work). In addition, tourism can be distinguished between short-term, up to 3 days, and long-term, more than 4 days. Moreover, tourism is either organized, mainly by travel agencies, or individual, a person or a family travel on their own (Dredge 2015).

Nowadays, there are more and more debates about responsible tourism, meaning some “modification of current tourism industry practices so as to eliminate negative impacts” (Kilipiris and Zardava 2012, p.47). As a matter of fact, each type of tourism can and should be responsible in order to keep our planet safe and alive for generations to come.



Fig. 4. Division of tourism into active and passive (Geography Field Work)

There are 6 major purposes (demand) for tourism classified (Theobald 2005, p.21):

1. Leisure, recreation, holidays (vacation)
2. Visiting friends and relatives
3. Business and professional
4. Health treatment
5. Religion / pilgrimages
6. Other (crews on public carriers, transit, other or unknown activities) (Figure 5)



Fig. 5. Six major purposes (demand) of tourism (Theobald 2005, p.21)

In response to demand for various purposes of tourism, the industry offers several categories (Theobald 2005, p.22):

1. Packaged travel (holidays and prepaid tour arrangements)
2. Accommodations (hotels, motels, resorts, campgrounds, etc.)
3. Food and drinking establishments (restaurants, cafés, taverns, etc.)
4. Transport (airplane, rail, ship, bus, auto, taxi, etc.)
5. Recreation, culture, and sporting activities
6. Shopping
7. Other (Figure 6)



Fig. 6. Seven categories of supply tourism (Theobald 2005, p.22)

Based on the provided above demand classification of tourism, it is possible to discuss these categories a little more in detail. Clearly, new types emerge and old types disappear or change in (or merge with) other types; therefore, it is logical to review the most widely spread ones only.

Leisure, recreation, holidays (vacation)

This category is perhaps the most popular with tourists; it includes adventure tourism, cultural tourism, wildlife tourism, eco- and nature-based tourism, and so forth. Adventure tourism is often divided into three sub-types in order to focus on each aspect more thoroughly, i.e. “hard adventure”, such as climbing, heli-skiing, “soft adventure”, for example, hiking, cycling, sailing, surfing, snowboarding, and “non-adventure”, for instance, cruise, attending festivals, cultural activities, learning a new language, getting to know local people, tasting new food and drinks, or visiting historical sites. It is worth mentioning that the “non-adventure” sub-type is often presented as a separate type and called “cultural tourism” (Adventure Tourism: Market Study 2013).

Logically, adventure tourism requires a lot of physical activities and thus is referred to an active tourism (Geography Field Work). It also comprises the idea of discovering something new, beyond the everyday life activities, and/or challenging oneself to the limit. It has become quite popular with people and evolved into a special focus of businesses, especially travel agencies, which tend to offer more customized (personalized) trips based on preferences (Renshaw Travel).

Another type is wildlife tourism, which is becoming quite well-spread among certain groups of people. Wildlife tourism is “tourism based on encounters with non-domesticated (non-human) animals” (Higginbottom 2004, p.2). This type of tourism comprises several sub-types, such as wildlife-watching (interacting with animals in their environment), captive-wildlife (interacting with animals in zoos, special parks, aquaria, circuses, etc.), hunting, and fishing. Wildlife tourism as such benefits the economy and helps to support wildlife conservation and protection of areas, as well as local communities (Higginbottom 2004, p.2).

As for the eco- and nature-based tourism, both types are extremely popular in certain areas and related to nature. However, there is a difference between eco-tourism and nature-based tourism,

i.e. nature-based tourism means traveling to various places in the nature, whilst eco-tourism, being part of nature-based tourism, is a “responsible travel to natural areas that conserves the environment and improves the well-being of local people” (The International Ecotourism Society). In other words, eco-tourism is beneficial for the country or community in cultural, environmental, and economic sense.

Obviously, eco-tourism comprises principles of sustainable and responsible tourism; thus, one of the definitions describes eco-tourism as a “responsible travel to environmentally protected areas and makes an effort to be low impact and (often) small scale” (Developments and challenges in the hospitality and tourism sector, International Labour Organization 2010).

According to the United Nations Environmental Programme, components of eco-tourism are contribution to conservation of biodiversity, sustaining the well-being of local people, learning experience, responsible actions from tourists and the industry in general, and the lowest possible consumption of non-renewable resources (Wood 2002, p.10). It is not a secret anymore that tourism has its negative impacts on biological diversity, such as degradation and destruction of ecosystems, overexploitation of natural resources, climate change, pollution, and so forth (Business-Biodiversity).

Visiting friends and relatives

This category is unique in the sense that most people do not realize or do not perceive themselves as tourists when visiting their friends and relatives. Nowadays, people live in different parts of the world, on different continents, in different regions and countries, thus travel becomes a means to be able to see one’s friend or relative without a conscious thought of it being part of tourism.

Business and professional

Business and professional tourism involves various conferences, fairs, meetings, seminars, business trips, interviews, and so forth. This type of tourism can be regional, national, or international, and it is a “lucrative, fast-growing segment of the world's largest industry sector” (International Trade Forum Magazine).

According to the International Trade Forum Magazine, business tourism accounts for approximately 9% of the global tourism. Logically, business travelers tend to seek time to relax after a long day at work and being away from home; therefore, hotels, and especially business hotels, provide such customers with all the services they might need, for example, a bar or a pub within the hotel premises, room services, TV-channels, taxi services, etc. All that creates an ultimate business travel experience serving the needs and wants of a customer. Besides, most of the business travelers return to the same hotels while being in the same city or town, which makes it easier for a customer and businesswise better for a hotel (International Trade Forum Magazine).

Health treatment

Health treatment is the major idea of health/medical tourism. Medical tourism is tightly linked to the global healthcare industry and is a rapidly growing sector (Medical Tourism Association). As for its definition, medical tourism comprises the idea of people traveling “across international borders with the intention of receiving some form of medical treatment” (Lunt et al. 2011, p.7). Clearly, it is not always possible to get proper or required treatment in home country; this is when the medical tourism comes to play.

There are special medical centers specializing in certain aspects of treatment in all corners of the world. The most popular services are dental care, cosmetic surgery, and health-related issues. As a matter of fact, people often choose medical tourism and are willing to go the distance regardless the costs (Lunt et al. 2011).

It is worth to mention that “wellness (SPA) tourism” has recently evolved as part of health tourism and become really popular with travelers. SPA tourism is defined as some form of treatment by water and is an essential part of many health treatment centers (Setu Health Care). Lots of 5-star hotels, as well as luxury hotels and resorts, have SPA centers within their premises, since they do not require a specific destination and SPA services can be provided also locally.

Religion / pilgrimages

Religious or pilgrimage tourism is quite a big sector focusing on a certain group of religious people (often called “believers”) willing “to worship the holy places” (Psna). This industry does not usually depend that much on economic situation, because people’s faith is stronger than

external factors. However, there might be a “conflict between visitors’ desires for authentic experiences and their need for security” (Raj and Morpeth 2007, p.37). This might mean either becoming an entertainment park instead of a sacred place, or a real war between different religious groups of people.

Religious tourism is one of the oldest forms of tourism, though it is “not only a visitation to a particular holy destination, but may also be travel for a humanitarian cause, for reasons of friendship or even as a form of leisure” (Tourism and More). Typically, there is no limitation to a specific religion in order to visit the holy place. Interesting enough, India is considered one of the most popular destinations for the pilgrimage (religious) tourism.

Other (crews on public carriers, transit, other or unknown activities)

This is the final category of tourism that includes all other types, some of which might eventually become quite big types of tourism in the nearest future. One of new types of tourism is film tourism, which can be considered as part of the cultural tourism due to its sites represented in movies, documentaries, and promotional videos (Hudson and Ritchie 2006, p.387). Obviously, people tend to visit places they saw in movies, documentaries, or videos; it is a good marketing strategy in terms of getting customer attention and engendering interest.

Moreover, film tourism is also presented as part of the so-called “pop-culture tourism”, which means visiting places described in literature, music, in addition to movies, documentaries, or videos (Lundberg and Lexhagen 2013, p.1). Nowadays, it is extremely easy to attract people via social media and cinematography; unlike books, where a person needs to use his or her own imagination of a place or, in some cases, enjoy a photograph, social media and cinematography provide a viewer with a teaser representing the best places for tourism (Lundberg and Lexhagen 2013, p.8).

What comes to the so-called “transit tourism” or being a crew member, it is not yet clear if this can be considered a separate type or sub-type of tourism because there is not much information available at the moment. However, a short time period between flights or trips (in case of crews or transit travel), provides a person with an opportunity to visit his or her current location, which technically can be considered as some form of tourism.

As for some other forms of travel, they can be initially categorized into one of the presented earlier types, but there is a good chance they can develop into their own, new types of tourism. In addition to all the above mentioned, it is important to remember that tourism is an industry which comprises many other involved industries, especially different kinds of transportation. Tourism is also about moving people from one place to another, as well as bringing customers in; thus, tourism (and hospitality as well) requires a means to deliver customers to the desired destinations via airplanes, trains, cruise ships, taxis, helicopters, including specially trained staff to operate these kinds of transport (Small Business Chron). Therefore, tourism has direct and indirect influence on other industries and on the environment, which must be taken into consideration when planning any business operations.

Undoubtedly, as it was mentioned before, when we speak of various types of tourism, we also mean protecting biodiversity in the area. It is extremely crucial to understand how important biodiversity is, because all types of tourism are based on “natural resources for supplies of food, clean water and other ‘ecosystem services’ that ultimately depend on biodiversity” (Tourism and Biodiversity – Achieving Common Goals Towards Sustainability 2010, p.1). Obviously, our planet is alive and everything is interconnected; a change in biodiversity directly leads to a change in our lives with mainly negative impacts. Biodiversity (biological diversity) helps to protect existing and vulnerable species of wildlife, make forests and national parks more sustainable and resilient to threats caused by either natural disaster or inappropriate human activities; therefore, quite a big focus is now on conservation of biodiversity (Cambell et al. 2009, p.20).

2.3 Recreation

Recreation is “the act of making something for the second time, or refreshment of the mind, body or spirit through play and relaxation” (Your Dictionary); in other words, it can be any activity done by people for rest, enjoyment, and relaxation.

According to Eventus, there are different types of recreation activities, such as (Figure 7):

- Sports – (whether individual or team) this type is considered to be a good exercise for the body, especially during the work overload and stress
- Adventure – it includes hiking, biking, skiing, or any other activity which makes an adventurer discover, see, and enjoy the nature; it can be more individual

- Entertainment – this type comprises movie watching and music listening activities as well as dancing; it is more social
- Amusement – consists of activities including video games, shopping, partying; it is more social

4 TYPES OF RECREATION ACTIVITIES

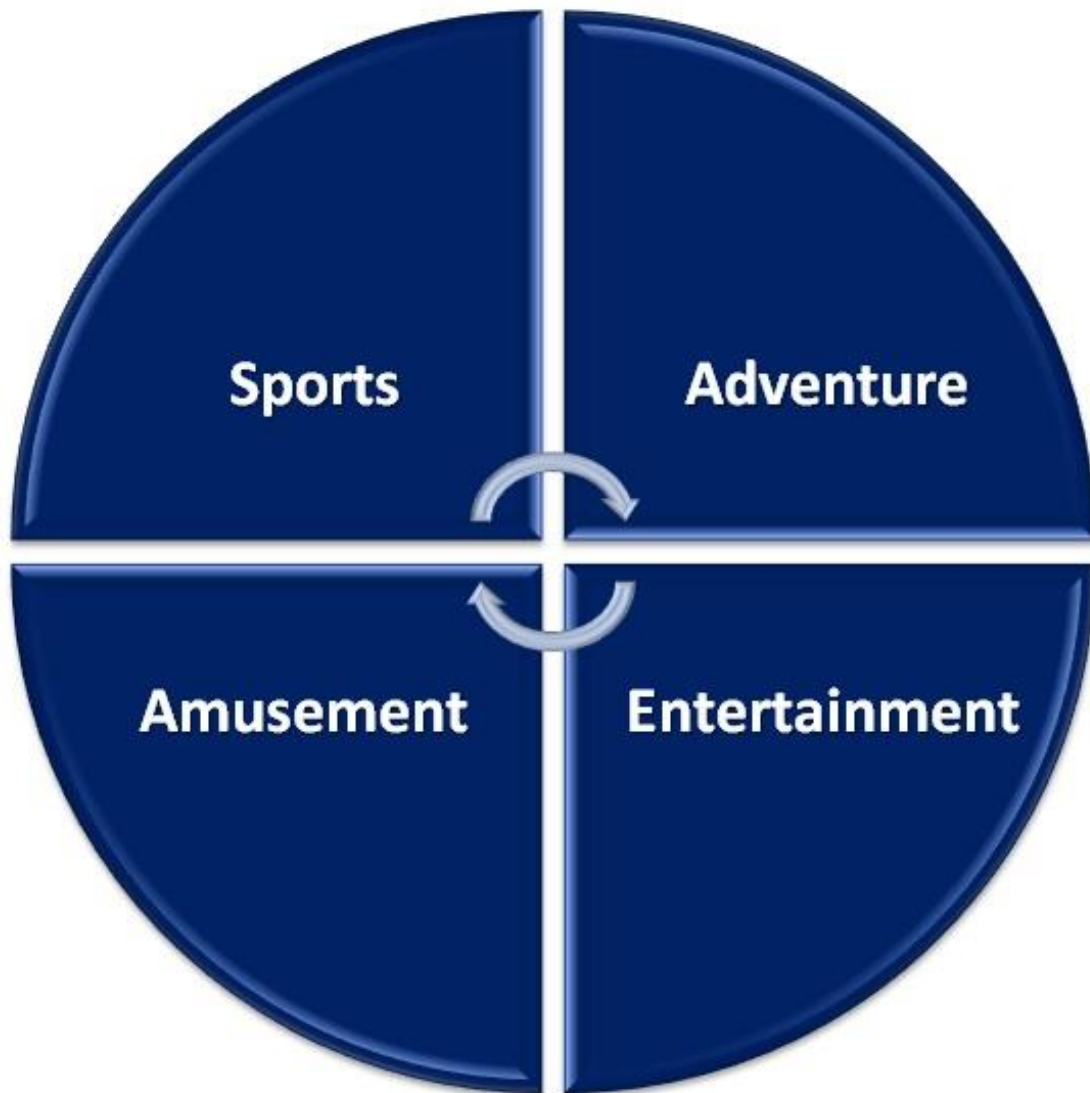


Fig. 7. Four types of recreation activities (Eventus)

There are two forms of recreation activities, indoor and outdoor. Indoor recreation activities comprise all activities inside of the building, whereas outdoor activities include all activities outside of the building (Eventus). Obviously, recreation, as an addition to hospitality and tourism, is a great advantage when it comes to a battle for customers, i.e. at times of a fierce competition hotels and travel agencies try to offer as many activities as possible in order to attract and bring a customer in, and to keep this customer satisfied.

Undoubtedly, recreation activities planning and management “should be conducted thoughtfully since recreation and activities in natural protected areas could impose problems” (Arni and Khairil 2013, p.59). It is proven that outdoor leisure time (recreation) activities have positive influence on humans’ psychological, social, and cultural development, thus leading to better contribution to the society, economy, and the environment (Safak 2014, p.735). It all reflects that people need recreation activities but at the same time vulnerable areas, which are under the protection, must be treated and maintained properly.

Clearly, there are various sorts of recreation activities in the world that people tend to enjoy. Recreation activities have become quite a profitable business which has led to appearance of the recreation industry. It is tightly connected with hospitality and tourism, creating an unforgettable ultimate experience when operating as one. Definitely, in order to keep a customer satisfied and get own share of profit, these industries cooperate and create perfect experience.

2.4 Luxury Travel Business

Luxury travel business is a niche business aiming at customers who value their time and themselves; such customers seek the best experience regardless the costs (Luxury Travel About). In order to understand this business better, it is necessary to clarify what the term “luxury” means. “Luxury” is defined as a “material object, service, etc., conducive to sumptuous living, usually a delicacy, elegance, or refinement of living rather than a necessity” (Random House Inc. 2013). Therefore, luxury is not about something people need, it is about what they desire, which goes beyond the everyday life.

Obviously, luxury travel business is part of tourism and hospitality and is about a customized service; therefore, it requires travel agents, which are often called as “luxury travel advisors” in luxury travel business. These people make their services personalized and professional being able to predict customers’ wishes and expectations. Since luxury travel business is all about

uniqueness, experience, privacy, special attention, privilege, exclusivity, not ordinary, quality, positive emotions, and memory, it is a luxury travel advisor's job to make it all happen and keep a customer's excitement and satisfaction on a high level (Cox 2011).

Nowadays, there is a great source for finding a proper travel agent, destination, or a hotel, which is called "Virtuoso", "the travel industry's leading luxury network" (Virtuoso). Being listed on the Virtuoso website or magazine page is a good advantage for any hotel and resort; that is why there is a constant competition, which makes hotels and resorts keep their level of service on a high level.

Luxury travel business is a sweet spot for many companies; therefore, a question of visibility is crucial. Speaking of hotels and resorts, it is essential to establish not only physical real (offline) world visibility, but also online. For this purpose we have social media, which "open up new forms of dialogue with the consumer" (Deloitte. Hospitality 2015: Game changers of spectators? 2015, p.21). This is one of the core reasons why promotion via social media is so important for hotels and resorts.

However, social media represent just a part of the overall experience by visualizing it. The physical experience is another side of the business, since it is what hotels and resorts do. It is important to remember that word-of-mouth is one of the strongest marketing tools, often uncontrollable by the companies. It is known that satisfied customers "send friends off to experience the same thing – which provides continuing business for the destination" (Mathur 2007, p.4); therefore, quality should prevail over quantity and the focus should always be on customer satisfaction. However, there is a certain challenge, due to the rise of ENGO's, hotels and resorts (and all involved industries) should be responsible for their operations, meaning that customer satisfaction should not be obtained at the expense of the environment. As practice shows, the area where business operates bears the most damage. Clearly, following the environmental organizations regulations is a challenge for hotels and resorts; on the other hand, being a "good citizen" and complying with the rules gives certain advantage in a long run over the competitors.

Competitive advantage is what is sought by luxury hotels and resorts in order to keep the business profitable and successful; thus, cooperation, or network, with other industries is inevitable. Mutual trust is the core in such cooperation aimed at a common goal, which is customers and other stakeholders' satisfaction, for instance, ENGO's.

From the point of view of luxury customers, luxury travel experience is an investment in them in terms of positive emotions, good mood and memories, unforgettable experience, and self-educating purposes. When looking at the Maslow's Hierarchy of needs (Figure 8), luxury travel experience belongs to a need for self-actualization (Simply Psychology 2007).

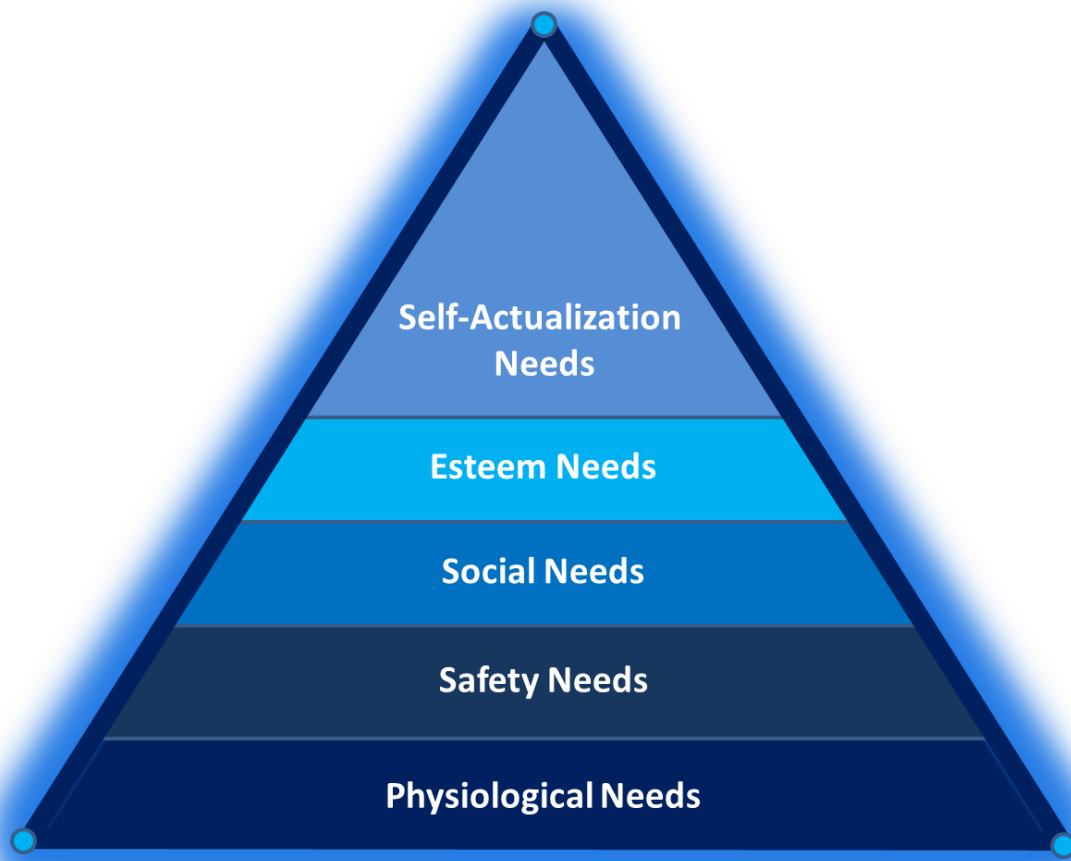


Fig. 8. Maslow's Hierarchy of Needs pyramid (Simply Psychology 2007).

As a matter of fact, luxury hotels and resorts in most cases rely on their partners, for instance, transportation (if not owning one). It is crucial to create an overall experience not divided into way to the location, vacation, and way back home. Customers seek the time they are going to cherish and share with friends and relatives; that is why synchronization of all operations is essential.

It is worth to mention that luxury travel business exists for already several decades, though it became highly demanded in the beginning of the XXI century. Undoubtedly, this kind of business experiences its ups and downs from time to time depending mainly on external factors, such as political and economic situation in the world. However, fighting for an “approval” by ENGO’s, luxury hotels and resorts tend to seem more attractive to customers due to people’s awareness of the environmental issues and causes. It is a good sign of a positive global change in terms of business activities and their impact on the areas they operate in.

2.5 Forestry

Forestry is a huge industry worldwide, highly important for people’s lives, because it is “the science of developing, caring for, or cultivating forests” (Merriam-Webster). This industry is about taking care of and protecting our forests, which provide people with various valuable resources, such as wood, berries, mushrooms, wildlife, purify water, clear the air by absorbing and converting CO₂, and bring esthetic pleasure.

Obviously, forest types (of as they are called “biomes”) differ from region to region (Figure 9 in Appendix 1). Some countries and even continents are not so rich in forest cover; therefore, forests should not be taken for granted. Among the countries, which have privilege to enjoy the most percentage of forest cover, are Russia, Brazil, Canada, and the United States (Figure 10).

Unfortunately, quite many countries, especially with poor economy, are still running irresponsible business, causing damage to forest and in vulnerable areas by their operations. This leads to direct influence on biodiversity in the region, depletion of natural resources, and increase in greenhouse emissions (The World Wide Fund for Nature). Unsustainable logging is one of the threats caused by companies operating illegally, mostly in the third-world countries. There are lots of debates whether North American or European practices could or should be transferred into the third-world countries, because the reality is different and there might not be proper conditions to run forest business legally without damaging the area (List 2000, p.257).

What comes to forest regeneration and growth, the time period for a tree to grow to be harvested in the north might be 60-80 years, whilst in the south it might just take 10-20 years only. It also depends on forest species, since they vary greatly between the north and the south (please see

Figure 9 in Appendix 1). The value of timber is also different; therefore, foreign trade comes to play when the required species are not available in the region. This leads to mass trade of unsustainable illegally logged forest (The World Wide Fund for Nature).

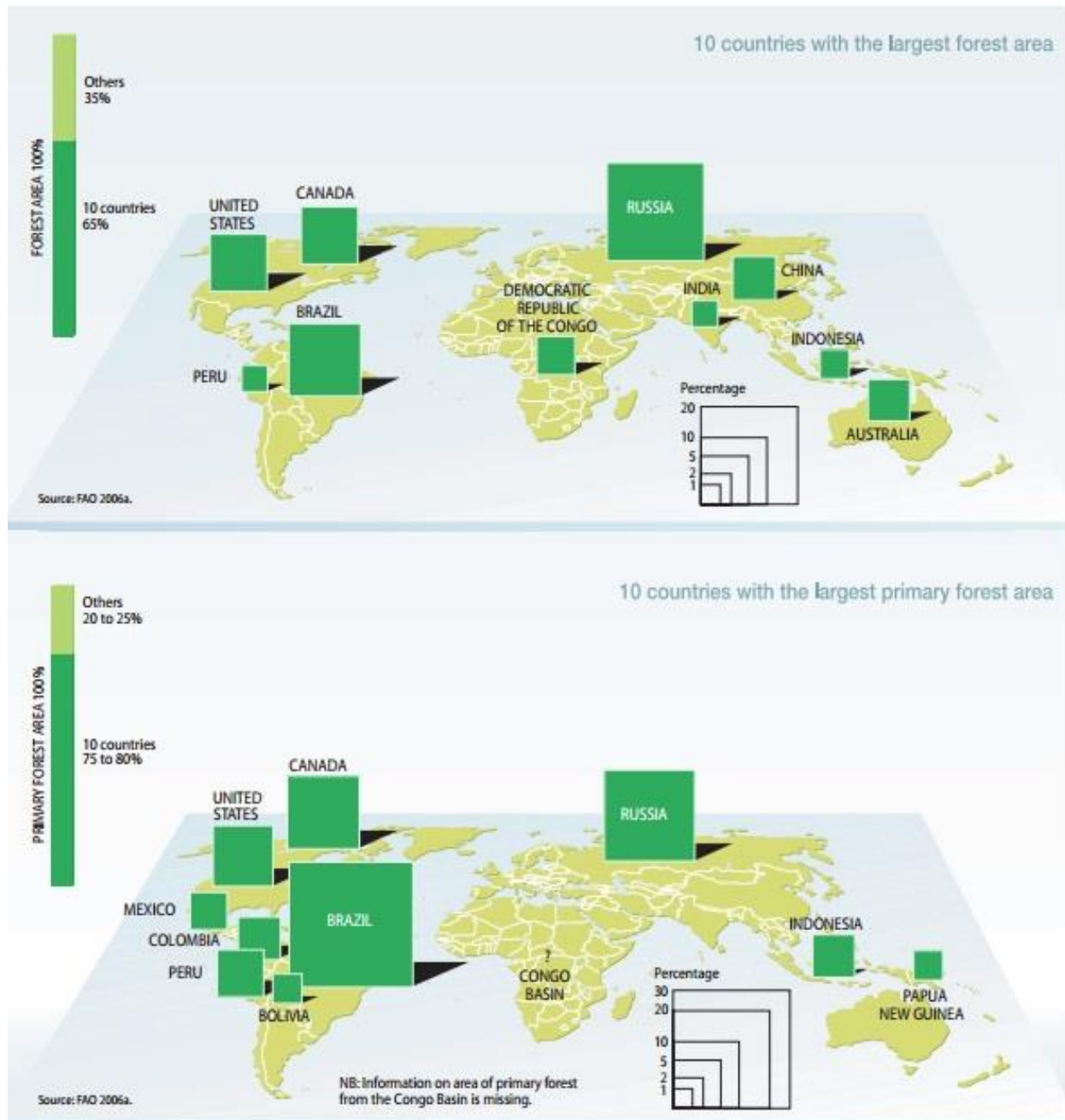


Fig. 10. Countries with the most forest cover (United Nations Environment Programme)

Fortunately, there is always something good out of something bad; illegal logging and irresponsible practices led to creation of forest certification, which nowadays is adopted by many countries. One of such examples is PEFC, Programme for the Endorsement of Forest Certification, which is “the certification system of choice for small forest owners” (Programme for the Endorsement of Forest Certification). Its major goal is to promote sustainable forest management practices; however, it also gets communities involved by educating them.

Another example of quite well-spread forest certification system is FSC, Forest Stewardship Council, which sets certain standards for forest management. FSC program is voluntary and it “uses the power of the marketplace to protect forests for future generations” (Forest Stewardship Council). Naturally, there are other certification programs exist, but these two are among the most applied globally.

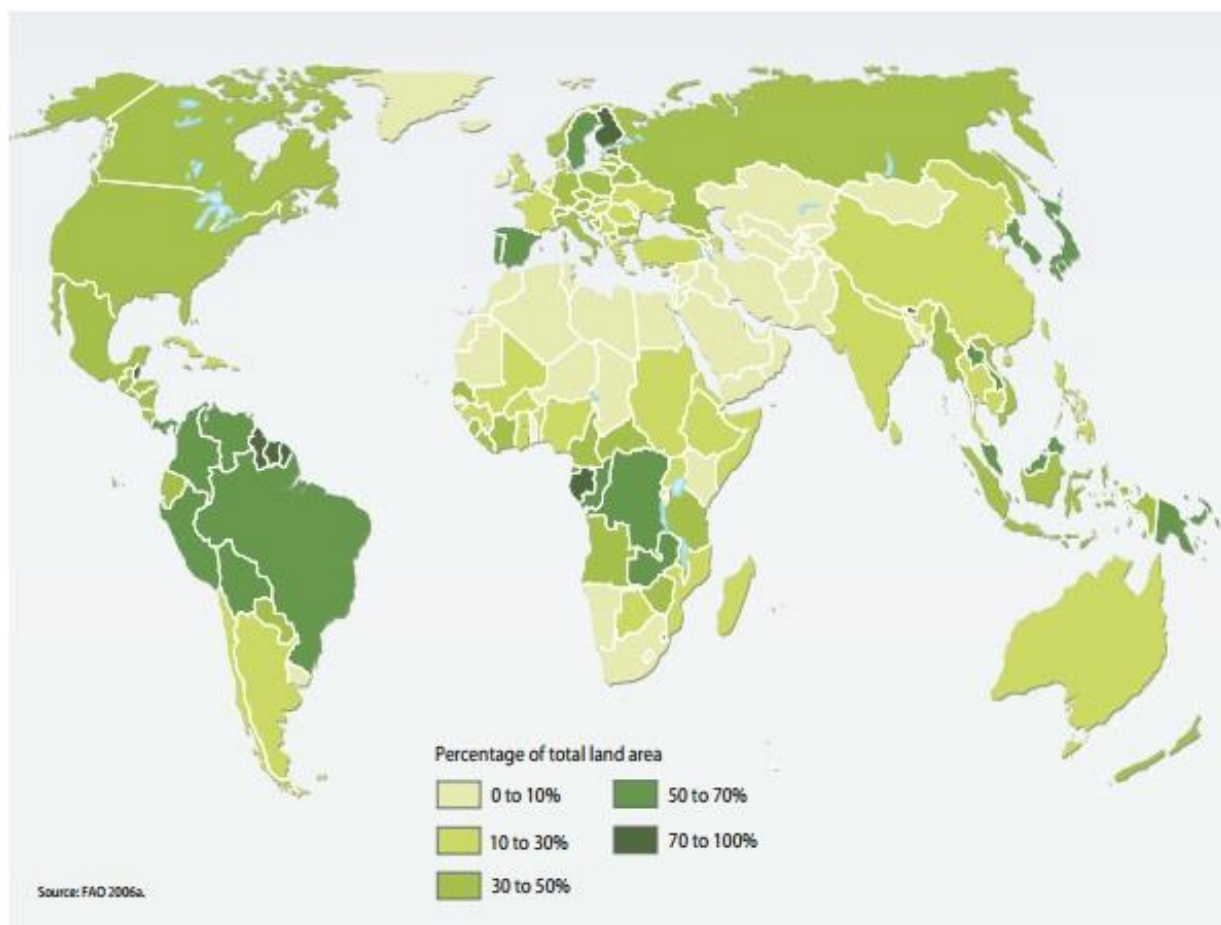


Fig. 11. Forest cover in percentage of total land area (United Nations Environment Programme)

Both of the certification programs ensure that forest “products come from responsibly managed forests that provide environmental, social and economic benefits” (Forest Stewardship Council). Some of the countries applied these programs, despite the fact that their own standards are on a high level, for example, Finland or Sweden. Being heavily covered with forest, such countries (as Finland or Sweden) highly depend on this industry (Figure 11). Moreover, forest management practices in these countries, developed for generations, help to avoid forest fires and mass infection with insects or bugs (Metsä Group).

Undoubtedly, questions of forest ethics in terms of illegal harvesting and unsustainable logging are of current interest. Businesses co-exist with the environment, having certain impact on the region; therefore, it is a matter of each and every individual business entity and people, whether from ENGO’s or not involved people, to control and take a good care of our most valuable natural resources (List 2000, p.259).

As a matter of fact, all that led to creation of specially protected zones, areas, which are normally called “conservation areas”. Conservation areas are not always restricted areas; most of them are open for public and often made into national parks. Such national parks are quite popular in North America and Europe, because people can enjoy the beauty of the place, get educated by the representatives of the park, and improve their health. By turning such areas into national parks, ENGO’s and representatives of those parks are able to collect money for the maintenance of those areas and developing new sources of attraction for visitors.

2.6 Parks Canada

Parks Canada is an agency of the Government of Canada, also known as Parks Canada Agency, which is set to “protect and present outstanding representative examples of natural landscapes and natural phenomena that occur in Canada's 39 natural regions” (Parks Canada). It is run by the Minister of the Environment, with the headquarters in Ottawa, the province of Ontario. Established on May 19, 1911, this federal organization comprises national parks from the north to the south and from the east to the west of the country.

Obviously, the major role of Parks Canada is to protect the ecosystems of these areas; however, this organization is also playing a role of an educator, helping visitors to get familiar with,

comprehend, enjoy, and appreciate the natural beauty and resources (Parks Canada). The price policy, chosen by the organization, is quite affordable enabling more visitors to enjoy the experience and to return over and over again. It is an essential issue due to economic situation in the world, as well as a question of funding Parks Canada. Beside the involved businesses bringing money, the organization has its own source of income in order to maintain its areas of protection.

As a matter of fact, Parks Canada developed a culture of national parks and activated related to these areas. The organization represents domestic and inbound tourism, as its parks attract not only Canadians, but also foreigners. As stated by Parks Canada, “the national parks of Canada are a source of pride for Canadians and an integral part of our identity, they celebrate the beauty and infinite variety of our land” (Parks Canada). This is one of the core reasons people are so attracted by these areas. It is, in a way, symbolic because it represents the country, its spirit, and its nation.

Definitely, getting people involved into protection of national parks and other protected areas is not an easy thing to do. By being able to create interest, promote an unforgettable experience, and to tell the story, Parks Canada managed to show the importance of proper maintenance of services and protection of the local and global ecosystems in order to have the future for coming generations.

Undoubtedly, speaking of Parks Canada, we understand that there is a high level of cooperation between people living in the nearest areas and the First Nations, provincial and federal governments, local businesses, and even visitors (Parks Canada). Through the years, the organization has shifted its major focus from development of those areas on to conservation in order to keep them away from harm.

Naturally, some of the national parks of Canada are in close cooperation with other businesses, especially when it comes to hotels and resorts. A large amount of visitors has its positive economic effects while having negative environmental effects on the area and region in general; therefore, proper management practices have been developed over the years and applied in order to control the damage to the national park. Clearly, ENGO's have bigger influence on decisions and implementations of laws, thus there are able to participate in reaching for a common goal (Parks Canada).

2.7 Fairmont Hotels and Resorts

A Canadian-based chain of luxury hotels and resorts, the Fairmont Hotels and Resorts, is one of the world's largest luxury chains of hotels and resorts. The name "Fairmont" derives from the founding family name Fair, i.e. the silver baron James Graham Fair, who purchased the land, where the Fairmont San Francisco hotel is located now, in a hope to build a family estate; thus, "Fairmont" "combines the name of the hotel's founding family with its exclusive location atop Nob Hill" (Fairmont).

The history of the Fairmont Hotels and Resorts began in 1907 when the renovated building, which survived the earthquake of 1906, was given the name Fairmont and became the first hotel of the chain. As time passed, in the beginning of the second half of the 20th century, the Fairmont started to develop its own small chain of luxury hotels across the United States with its hotels in some major U.S. cities, such as Chicago, Dallas, Boston, San Jose, New Orleans, and New York City. Nowadays, not all of the Fairmont hotels operate under its name; some bear their own names whilst being part of the Fairmont "family", for instance, the Plaza Hotel in New York City or the Savoy Hotel in London (Fairmont).

As a matter of fact, Canada's Fairmont hotels were part of Canadian National Hotels chain, being a division of Canadian National Railways, which later acquired some other railway hotels. Moreover, the Canadian National (CN) Hotels chain's main rival, Canadian Pacific (CP) Hotels, acquired some of the CN hotels. Eventually, Canadian Pacific Hotels purchased the Fairmont Hotels and Resorts in 1999, and in 2001 it took the name "Fairmont" in order to emphasize its new focus on being an international luxury chain of hotels and resorts instead of Canadian only. In addition, the Fairmont Hotels and Resorts chain has gained full control of its properties in 2004, "creating a leading luxury hotel company that currently numbers over 60 properties in the world's most sought after destinations" (Fairmont).

A few years later, i.e. in 2006, the hotel chain, Kingdom Hotels International, and an American real estate investment firm, Colony Capitals, decided to acquire the Fairmont Hotels and Resorts chain in order to "merge it with the Raffles and Swissôtel brands to create a new luxury hotel powerhouse, Fairmont Raffles Hotels International (FRHI)" (Fairmont). Moreover, Qatari Diar, an Arabic real estate investment company, became a major shareholder of the Fairmont Raffles Hotels International.

The Fairmont Hotels and Resorts were and are hosting various events and meetings, and had a chance to welcome celebrities, for example, Frank Sinatra, John Lennon, Donald Trump, and politicians, for instance, Franklin D. Roosevelt, Winston Churchill, and William Lyon Mackenzie (Fairmont).

As for the Fairmont Sustainability Partnership Program, the Fairmont Hotels and Resorts chain has its focus on responsible, sustainable practices in order to benefit the communities and avoid any harm to areas the hotels of the chain operate in, since some of the hotels and resorts are located in the most sensitive and vulnerable places. These practices include reduction of the greenhouse gas emissions, water consumptions, waste generated by properties, and enhancement of the biodiversity in the areas of operation and possibly surrounding areas, as well (Fairmont).

The Fairmont Hotels and Resorts offer a high quality vacation and leisure time, proper relaxation and suitable recreation activities, while trying to protect the environment, World Heritage Sites, and the wildlife in the areas of operation. The company's policy is to stick to the stated and chosen values and beliefs, get the communities involved, as well as consumers, and to develop new initiatives helping fulfill new goals (Fairmont).

Obviously, some of the Fairmont hotels are located in the protected areas with especially sensitive and vulnerable environment; therefore, it is the hotel and resort's responsibility to cooperate with the environmental organizations and communities in order to decrease the negative impacts on the area while remaining profitable business (Fairmont).

2.8 Corporate Social Responsibility (CSR) in Tourism Management

Corporate Social Responsibility (CSR) is a “business approach that views respect for ethics, people, communities and the environment, as an integral strategy that improves the competitive position of a firm” (Mousiolis and Zaridis 2014, p.634). In other words, CSR is a guideline for a company to behave responsibly in its everyday operations, regardless the field of activities or the size of a business entity.

Undoubtedly, there are still ongoing debates on whether CSR should or should not be implemented in a company's operations; though, studies prove implementation of CSR practices improves the company's reputation and provides it with a competitive advantage in a long-run

(Mousiolis and Zaridis 2014). Obviously, acceptance of CSR as part of the company's everyday operations means engagement of all stakeholders in new business practices, i.e. management, employees, customers, partners, and so forth.

Naturally, Corporate Social Responsibility is required for a company to follow the ethical norms, enhancing employees' and local communities' well-being, protecting the wildlife and nature in the area of business operations, saving and restoring natural resources for future generations, and being transparent in terms of its activities (Szczuka 2015).

Definitely, any company that implements CSR in its business operations would want to be able to communicate it, i.e. to make stakeholders be aware of the company's CSR practices used. Therefore, promotion of the company and its products or services should also focus on responsible business activities in relation to the environment and emphasize its corporate principles in terms of sustainability (Moravcikova et al. 2015).

What comes to the Corporate Social Responsibility in tourism, customer awareness of environmental issues, increased negative impacts of tourists' activities on nature and wildlife, and increased air and land traffic have led to implementations of the CSR practices in tourism and related industries; thus, new forms of tourism appeared, for example, ecotourism (Mihalic 2014).

The concept of CSR in tourism comprises the idea of a company, which provides these services, to estimate the amount of visitors to a chosen destination, to assess the negative impact of tourism on a particular area, especially protected area, and to try to diminish the effects of it, in order to save the environment for the future generations to come; besides, the company should not raise prices unreasonably for customers justifying it by climate change or any other cause (Jucan and Dolf-Baier 2012). Corporate Social Responsibility practices should be transparent for customers to see and understand the company's values. Thus, customers get involved by choosing a company, which conducts only responsible business operations, especially in terms of tourism in the most sensitive areas.

As a matter of fact, a company should decide to choose to implement the CSR practices in its business operations on a voluntary basis, in order to have them as the core value. Furthermore, constantly increasing pressure from Environmental Non-Governmental Organizations forces

companies providing tourists' services to diminish their negative impacts on the wildlife and nature, and make their positive contribution to the environment and society, while trying to remain economically viable. Therefore, proper promotion is required, in order to make customers and other stakeholders familiar with the company's core values and practices.

2.9 Promotion of Luxury Services

Obviously, speaking of promotion of something, it is necessary to know what promotion means. Promotion is "the entire set of activities, which communicate the product, brand or service to the user" (The Economic Times). It is about making people aware of your product, service, or any offer, and to make it visible and attractive to the targeted audience in order to sell it.

Naturally, there are lots of different ways of promotion, for instance, advertising, press releases, fairs, events, discounts, free samples, and so forth. Nowadays, the focus has shifted from the top management to customers, especially due to a fierce competition in the market; therefore, customer satisfaction is the major goal in order to remain vital and profitable (Kotler and Keller 2006, p.139).

Customers always seek a certain level of value for the price they pay. It might be a simple satisfaction of their needs, sought quality, or a brand loyalty in order to praise oneself and satisfy self-actualization needs, based on the Maslow's Hierarchy of Needs (Simply Psychology 2007). Brand loyalty is a tricky thing, when it comes to hotel business. There is a wide choice of alternatives with various locations. Hotel business involves many industries and thus creates an ultimate experience, which can be ruined by one weak link; thus, brand loyalty in hotel business is a difficult but very important thing.

Definitely, customer satisfaction is a major goal of all legal business entities. In order to understand the concept better, it is important to know what it means. Customer satisfaction is a "person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler and Keller 2006, p.144). Logically, if the company's performance does not meet customer's expectations, a customer is not satisfied and might not make a repeat purchase, whereas if the company's performance meets expectations, a customer is satisfied and is most likely to return and purchase again. Moreover, if the company's performance exceeds customer's expectations, a customer is going to return for a repeat purchase and there is a good chance he or she will use the so-called "word-of-mouth",

telling friends and relatives about his or her experience (Kotler and Keller 2006, p.144). Therefore, it is extremely crucial to choose company's strategy and direction for its operation, deciding whether it is going to meet or exceed customer's expectations of a product or service, and to maintain the same level throughout the entire business operations.

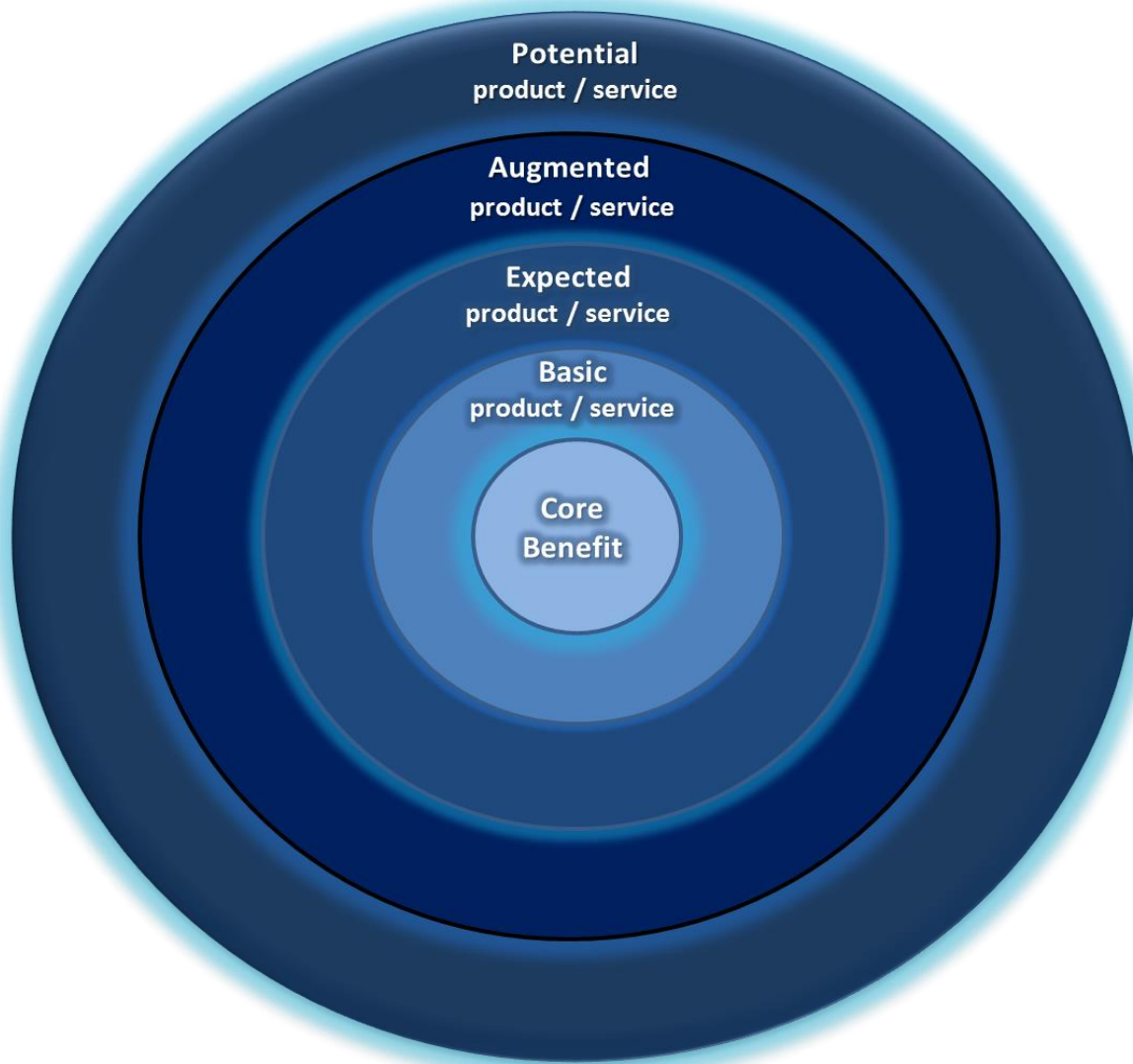


Fig. 12. Five Product Levels (Kotler and Keller 2006, p.372)

In order to get understanding and be able to predict customer expectations, the Five Product Level classification was created (Figure 12). The first level is the core benefit, which is the fundamental benefit of a product or service purchased by a customer, for example, a customer

buys a “rest and sleep”. The second level is the basic product or service, which in the case of a hotel would be physical items, such as a bed, chair, and bathroom. The third level is expected product or service, i.e. continuing an example of a hotel that would be a clean bed, working lamps, TV, and quietness. Nowadays, TV, free Wi-Fi, telephone, and bathroom amenities are expected at many hotels. The fourth level is the augmented product or service, i.e. a product or service that goes beyond customer expectations. It is a good advantage to have this level implemented in practice as it boosts sales. As an example of this level, free transfer to the hotel or free breakfast could be an augmented product or service at a hotel. And last but not least, the fifth level is the potential product or service, which is something that might be well demanded in the nearest future. In terms of hotel business, it might be, for instance, a personal hotel secretary for business travelers in order to keep track of time and activities on schedule (Kotler and Keller 2006, p.372-373).

Obviously, nowadays the focus of the marketing concept has shifted from being a product-oriented (centered) onto the customer-oriented (centered) (Kotler and Keller 2006, p.16). Therefore, business today is all about listening to what a customer wants and trying to fulfill his or her needs and desires. It is essential when it comes to promotion of the company’s products or services, i.e. to tell what a customer wants to hear but sticking to the truth in its core. Customers may not sense a tiny lie in the way a product or service is promoted, but customers do not stay loyal to a product or service if a big lie is revealed. Since people are more and more aware of the environmental issues with help of ENGO’s, they demand and expect companies to behave in a proper manner in their business operations. Definitely, such behavior needs to be presented to the public in order to have the competitive advantage over the rivals. It is proven that “consumers and businesses, if left alone, will not buy enough” of the company’s products or services; therefore it is crucial to be visible in the offline (real) and online worlds and remind of oneself and its products or services and its responsible practices (Kotler and Keller 2006, p.15).

Despite the core value sought by customers in a product or service, the company’s environmentally responsible business operations are now expected in order to completely satisfy their needs and desires. Once ENGO’s started to have greater influence, such environmental issues started to be a crucial part of a value of a product or service (Kotler and Keller 2006, p.24). Moreover, speaking of luxury travelers, it is important to understand that their demands and expectations are higher in terms of comfort, experience, quality, and, if applicable, environmental issues (Kotler and Keller 2006, p.240).

Undoubtedly, a company (or any business entity) establishes its position in the market by promoting its products or services, for instance, in case of luxury services the company’s focus is

on its wide range of offered services and their quality in addition to the ultimate experience (Kotler and Keller 2006, p.309). Therefore, it is extremely crucial to have a clear and simple message in your promotion so that customers can perceive your visions and ideas the same way you do. By stating something in its promotion, the company is fully responsible for it; in case if reality is different from what was promised, the company's image and reputation are threatened. In case of hotel business it is the core component since one particular hotel's mistake may ruin the whole brand's image and reputation.

Clearly, nowadays communication with customers, i.e. the two-way communication, has become much easier due to high technologies. Online world has become equally important in terms of visibility and information. By being able to gather customer information and thoughts via feedback, companies opened the two-way communication and made it possible for customers to be heard. Customers cherish an opportunity to be involved into the process, to be treated well, and to be heard if there is something wrong so that proper actions could be taken by the company (Kotler and Keller 2006, p.408-409).

As for the marketing communication, it is often considered that advertising is the focus element; however, it is not always the only element used. The marketing communication mix includes six major categories of communication (Kotler and Keller 2006, p.536):

1. Advertising – any paid form of presentation and promotion of ideas, goods, or services
2. Sales promotion – a set of short-term incentives to encourage trial or purchase of a product or service
3. Events and experiences – sponsored by the company activities and programs to raise awareness and to create interactions
4. Public relations and publicity – a set of programs to promote and protect the company's image or its products or services
5. Direct marketing – marketing via telephone, email, mail, fax, or Internet in order to transmit the promoted information onto customers, often involves a form of a dialog
6. Personal selling – is a face-to-face interaction with potential buyers of a product or service via some presentation and promotion of this product or service

The marketing communication mix is important in order to understand different approaches to customers via various ways of communication (Figure 13). In luxury travel and hospitality business the first four categories are the most used, especially when it comes to a promotion of services of the business entity in the protected area. Thus, in this business public relations and publicity are equally crucial as advertising.

Promotion is part of the marketing mix and thus consists of “all activities that involve communicating with the customer about the product and its benefits and features” (Entrepreneurial Insights 2014). Once a product or service exists, price is set, and the place is chosen, it is necessary to focus on promotion. Marketing mix includes four major components to formulate a proper marketing strategy and create a plan in order to be able to sell a product or service (Figure 14).



Fig. 13. The marketing communication mix (Kotler and Keller 2006, p.537)

Obviously, the key role of promotion is to establish a contact with a customer by attracting his attention, creating communication, and motivating and informing a potential buyer about the benefits and features of the promoted product or service (Entrepreneurial Insights 2014). The point is to explain why and in what way the offered product or service is different from and even better than the alternatives. Having some stimulus for a purchase is a good tool for instant buying; however, some products or services require more time in order to establish a clear understanding of what is offered.



Fig. 14. The marketing mix (Entrepreneurial Insights 2014).

As a matter of fact, a job of a promotion is to motivate a customer to buy a product or service regardless the price; therefore, a great and special value should be provided in the offer in order to stimulate the decision of the purchase (Entrepreneurial Insights 2014). It is especially important when it comes to luxury products or services, for example, a trip and accommodation at a luxury hotel and resort, which offered a wide range of recreation services.

In addition, there are two strategies of promotion, push and pull (Figure 15). In Push strategy the company (or any business entity) is offering mass product, mainly regardless the customer wishes. Such strategy is based on the “one size fits all” philosophy, whereas Pull strategy is aimed at customer insight. Such strategy is focusing on tailored products or services, where a company (or any business entity) is trying to get information from customers using various possible ways, for example, feedback (Entrepreneurial Insights 2014).

It is not a secret that luxury hotels and resorts are concentrated on customer satisfaction; therefore, pull strategy prevails in their business operations, though some exceptions exists. Since large hotel chains base their operation on establishing long-term relationships with customers and conquering their loyalty, pull strategy is applied in other involved businesses as well, for instance, at luxury travel agencies, where personalized services are provided by professional luxury travel agents/ advisors who bring customers in to your hotel and resort (Entrepreneurial Insights 2014).

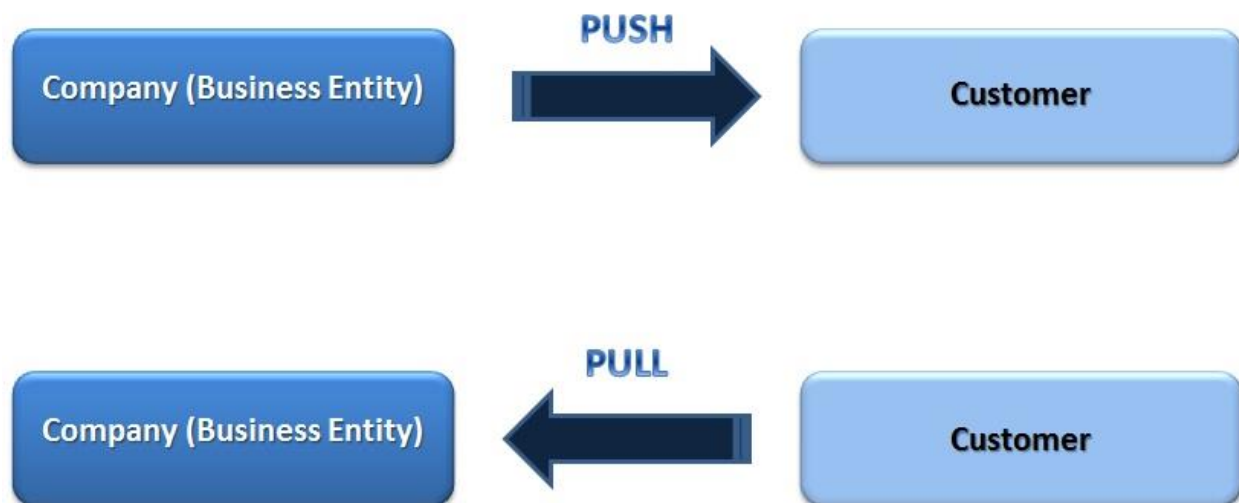


Fig. 15. Push vs. Pull strategy (Entrepreneurial Insights 2014).

Undoubtedly, it is required to promote products and services accurately with no violations or no false promises in order to avoid any problems and disappointments by customers. Nowadays, social media play the most crucial part in promoting the products or services. Since the focus has shifted to the online world, social media are actively involved into everyday operations; thus, it is important to remember that customers like visual representation of the offerings.

Promotion is not just a competition, but it is also a creative approach to the goal. People like being entertained and attracted; therefore, the main challenge is to be different in a pool of competitors (Small Business Chron). Loyal customers tend to see benefits of being loyal to a particular brand, whereas potential customers seek value in addition to being attracted; they want to have an incentive to buy a product or service. Value is that crucial incentive which motivates regardless the costs. Therefore, any promotion should be interactive, creative, attractive, and it should differentiate an offered product or service from the alternatives and explicitly show the value for a potential customer, in order for this promotion to be successful, as any goal of promotion is sale.

2.10 Previous Research

What comes to previous research on the topic, there are various studies on one of the industries combine in the current thesis. Some of them are official publications made by the Fairmont Chateau Lake Louise Hotel and Resort, some are the research studies, some are independent environmental agencies, and so forth.

It is interesting that there were studies on marketing of the hotel and resort's environmentally responsible policy and, at the same time, investigation made by an independent environmental agency. It reflects the complexity of this issue and, if going deeper, might reveal other issues. One of the study and research was made by Cadet Gregory Ronan Hersh, "Green Luxury: A Viable Pair: Marketing the Chateau Lake Louise as Environmentally Responsible in an Effort to Capitalize on the Growing Green Consumer Demographic" (2009). Obviously, a lot might have changed for six years, though it is interesting to compare what positive or negative changes occurred.

Another research, or even more an investigation, was conducted by the Independent Environmental Investigation Agency and called "LAST RESORT: FAIRMONT HOTELS'

THREAT TO BANFF'S GRIZZLY BEARS" (2012). This report reveals another side of the outcome of the Fairmont Chateau Lake Louise Hotel and Resort's business operations.

All in all, these are the major discrepant research studies made in different years, thus interesting and useful for the purposes of the current thesis. Other sources have been reviewed and studied, some of them were found useful for only some particular parts of the current thesis. Obviously, there is a large number of publications on the topics of biodiversity, responsible tourism, responsible businesses; however, only official promotional publications via offline and online sources made by the luxury Fairmont Chateau Lake Louise Hotel and Resort and official publications made by the ENGO's of the environmental issues and current situation in the area of the hotel and resort are among the most useful due to their discrepancy.

3 CASE STUDY BACKGROUND

Logically, in order to proceed with the research and to have a clear comprehension of what is required and what is being researched, it is crucial to take a look at the history of both of the objects of the current thesis. In this case it is necessary to learn when, why, and who initiated the creation of the Banff National Park and the luxury Fairmont Chateau Lake Louise Hotel and Resort in that particular area. Undoubtedly, it is quite important to know and understand the history of businesses, which are the objects of the current thesis, because it is impossible to plan, change, or move into the future without knowing the past (Waging Non Violece 2011).

3.1 Banff National Park

The Banff National Park is located in the south-east of the province of Alberta, Canada, almost next to the border of the province of British Columbia (Figure 16). The park is situated in the Canadian Rocky Mountains in quite close proximity to the city of Calgary, and it occupies the land of 1,641,027 acres. It has its borders with the Jasper National Park (Figure 17). The Banff National Park was established in 1885 and became the first national park of Canada (National Geographic).

The discovery of the location took place in 1883 during the final stage of building of Canada's first transcontinental railroad, when three railroad workers "stumbled upon a series of hot springs

on the lower shoulder of what is now called Sulphur Mountain” (Banff Lake Louise). Naturally, the place looked promising and could attract lots of tourists; therefore, the Canadian Pacific Railway (CPR) decided to build the Banff Springs Hotel, which was open in 1888. After a while, the CPR “constructed a series of grand hotels along its main line and began advertising Banff as an international tourism stopover on the steel highway” (Banff Lake Louise).

Nowadays, the Banff National Park is part of UNESCO, i.e. UNESCO’s Canadian Rocky Mountain World Heritage site (National Geographic). Being a protected area, the park welcomes customers and invites them to enjoy various summer and winter activities, for example, skiing, skating, hiking, cycling, sailing, also beautiful festivals, events, historic sites and caves, wildlife watching and photography, hot springs, and the Lake Louise (Travel Alberta).



Fig. 16. The Banff National Park (Source: <http://www.resortvacationstogo.com>)



Fig. 17. The Banff National Park (Source: <http://www.resortvacationstogo.com>)



Fig. 19. The Banff National Park (Source: <http://www.canadianimmigrant.ca>)

Definitely, it is essential to discover the research object's DNA, consisting of internal and external parts, and its soul, in order to get a better comprehension of its core values (Figure 18). DNA helps to make it clear and easy to perceive for the audience so that all stakeholders could understand what the company (or any other entity) consists of.

Naturally, the Banff National Park's core component is its nature; it is what attracts people the most (Figure 19). All of the park's activities are based on its core component, nature, and it is also the major natural resource utilized in many different ways. Amazing landscape and the beauty of the nature create an unforgettable experience (Travel Alberta).

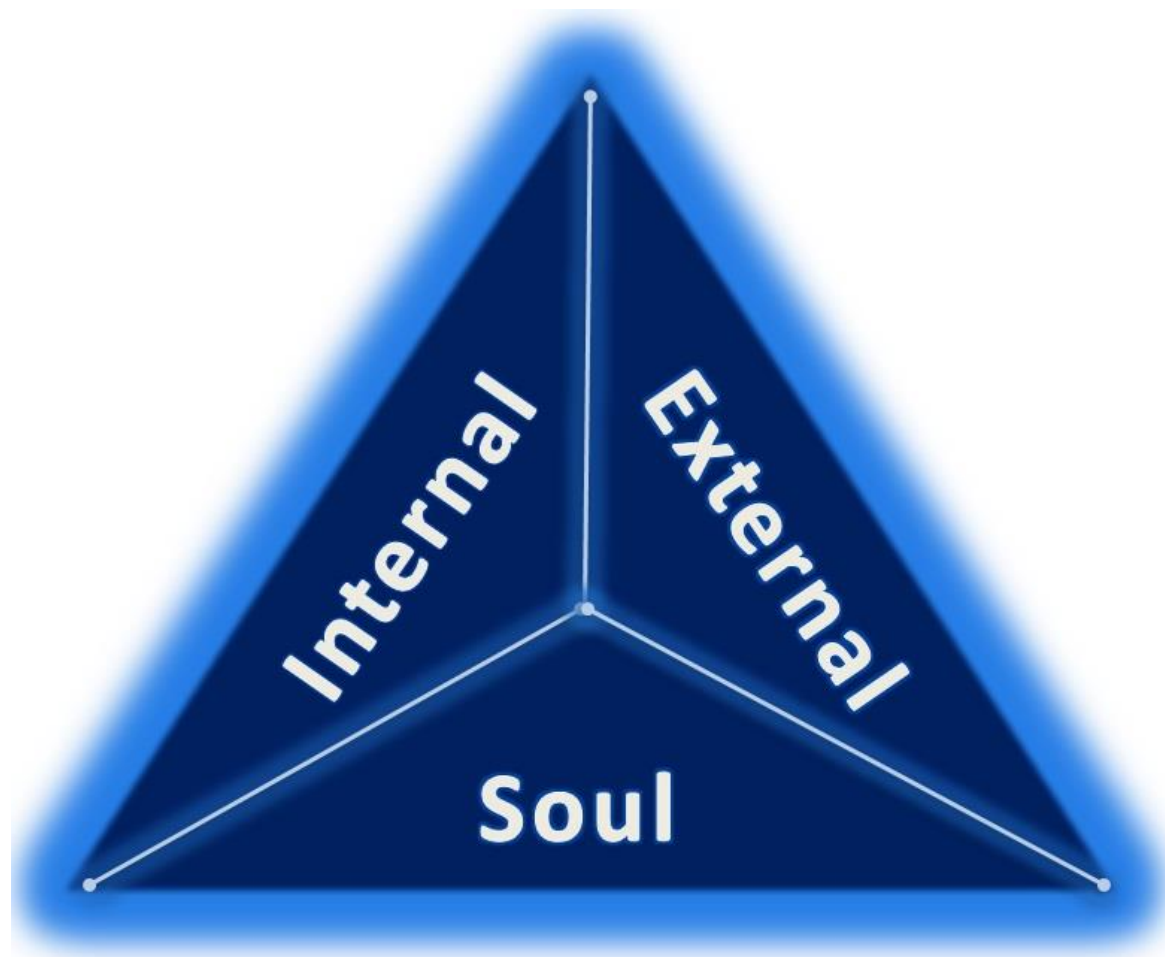


Fig. 18. The company DNA (Develop Your Business)

What comes to the internal part of the park's DNA, it is worth to mention that location (convenient and attractive), personnel and their expertise, set of offered winter and summer activities, accommodation options in the area, communication and cooperation with other involved industries, promotion of the park, reputation, and affordable prices for visitors (Banff National Park).

Clearly, the external part of the Banff National Park's DNA would include its location (both internal and external part of the DNA), the province of Alberta, which is quite well developed and relatively rich, the country of Canada, which is wealthy, politically stable, safe, of a good reputation and with properly developed infrastructure, and the culture of people, who are fond of outdoor activities, adventure, and rare experience (Parks Canada).

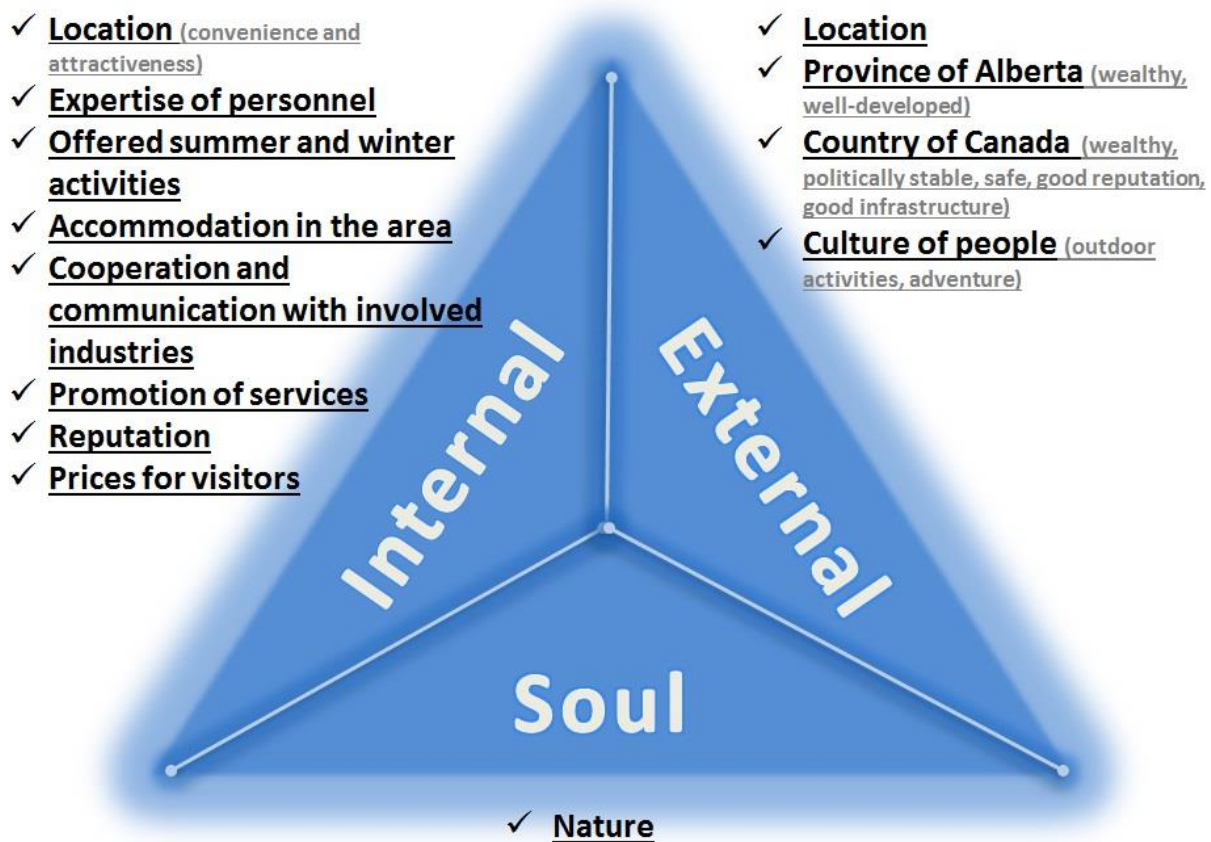


Fig. 20. The Banff National Park's DNA (Banff National Park)

Based on the components of the Banff National Park's DNA, it is possible to have it all visible and easy to perceive; therefore, the picture of the park's DNA was created (Figure 20). It is clear that the Banff National Parks promotes itself and its services based on its core values and strengths.

This knowledge appears to be decisive, when it comes to promotion of the park's services. It is especially important when cooperating with the located in the park businesses, such as the Fairmont Chateau Lake Louise Hotel and Resort, due to their common goals and business operations.

3.2 Fairmont Chateau Lake Louise Hotel and Resort

The luxury Fairmont Chateau Lake Louise Hotel and Resort is located in the Banff National Park on the eastern shore of the Lake Louise (Figure 21). The hotel and resort was open in 1911; however, its history goes back to 1890, when the general manager of the Canadian Pacific Railway had a desire to construct a one-story log cabin on the shore of the lake. The initial name of that building was Chalet Lake Louise, which later developed and grew into the Fairmont Chateau Lake Louise. The first guests were mainly from its "sister", the Banff Springs Hotel (Fairmont).

As times passed, the Fairmont Chateau Lake Louise Hotel and Resort has become one of the major destinations for the visitors of the Banff National Park. The hotel and resort has also hosted dozens of royal members from different countries. Lots of attractions were added through the years, thus creating a great luxury experience of vacation (Fairmont).

As a matter of fact, in the 1970s the Fairmont Chateau Lake Louise and the Banff Springs Hotels and Resorts decided to introduce winter activities in addition the existing summer activities. It became so popular that in 1988 the "Calgary Winter Olympics would showcase Banff National Park's ski resorts to the world" (Fairmont). Nowadays, it is one of the most popular international ski resorts in the globe and it is hosting the Lake Louise World Cup each fall welcoming visitors and participants from all over the world.

Naturally, it is necessary to take a look at the Fairmont Chateau Lake Louise Hotel and Resort's DNA in addition to the Banff National Park's DNA in order to get a complete picture and to compare both establishments in their core values and external factors.

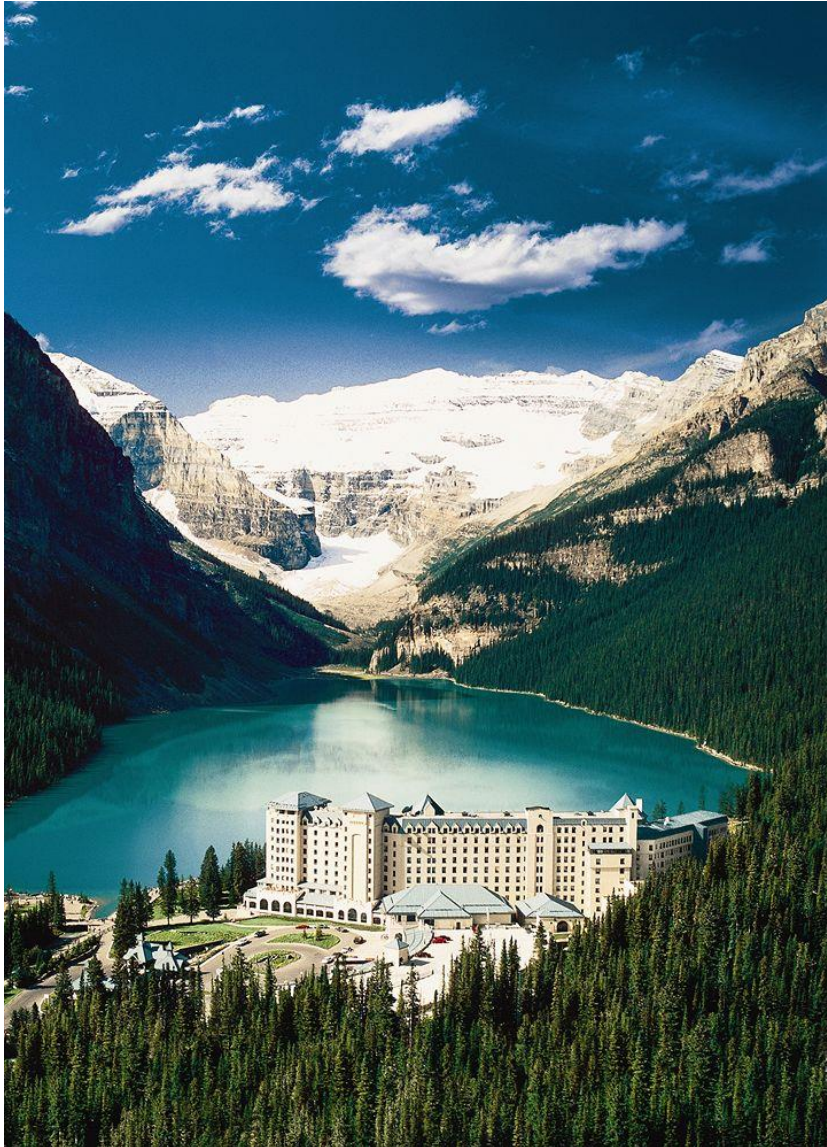


Fig. 21. The Fairmont Chateau Lake Louise Hotel and Resort (Source: www.hotels.com)

First of all, the internal side of the hotel and resort's DNA includes its location, on the shore of the Lake Louise, and its connection with other establishments, such as the Banff National Park and its authorities. Secondly, properly trained and highly motivated personnel with exclusive expertise can be presented as one of the core internal components of the hotel and resort's DNA.

People provide the service and they accommodate and create the first impression outside the nature. Thirdly, reputation is an advantage in all cases; people tend to trust and choose the hotels which have good reputation. Fourthly, the choice of offered services at the Fairmont Chateau Lake Louise Hotel and Resorts, whether within or outside the premises, proves the luxury level. Having so many options is crucial. Fifthly, prices for guests are affordable despite the hotel and resort's luxury status; everyone is able to experience the service and enjoy the time spend at this location. Sixthly, the hotel and resort's focus on luxury in addition to the breath-taking scenery outside. It is one of the most crucial parts because the Fairmont chain positions itself as luxury; therefore, it is the same standard to be applied throughout all of the hotels and resorts. And last but not least, the promotion of services via social media and in the real world. Proper emphasis on "green" policy and responsible activities is a good advantage in addition to the hotel and resort's high standards. All that creates a good image of the Fairmont Chateau Lake Louise Hotel and Resort and the place in general (Fairmont).

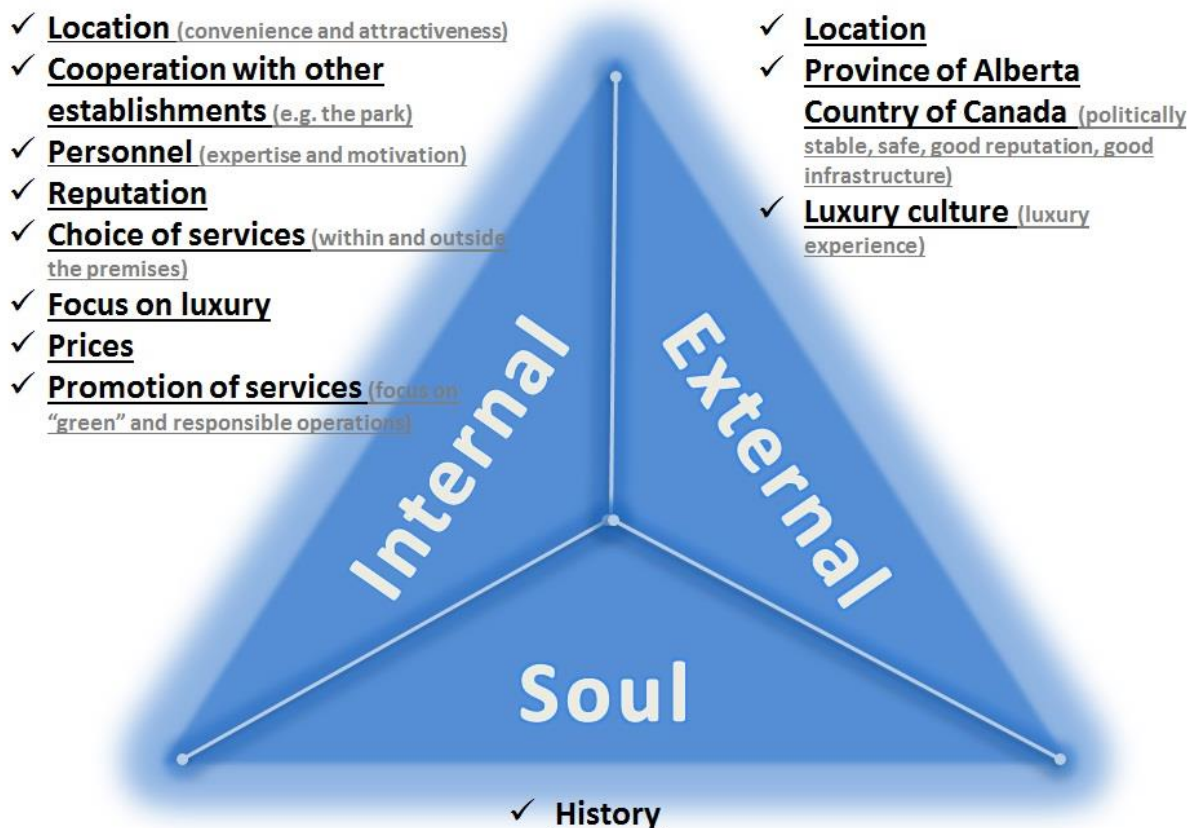


Fig. 22. The Fairmont Chateau Lake Louise Hotel and Resort's DNA (Fairmont)

As for the external side of the hotel and resort's DNA, location (just like in case of the Banff National Park) can be named for both internal and external parts of the DNA. Another good component is a so-called "luxury culture", which is becoming popular day by day. In addition to that, province of Alberta and the country can be named as other components of the hotel and resort's DNA due to the political stability and safety, which is highly attractive for customers, especially nowadays (Fairmont).

What comes to the soul of the Fairmont Chateau Lake Louise Hotel and Resort, it is its history. One might think that history is not that important, however it plays a crucial role. Being a luxury hotel and resort with long history started in Canada, it is quite attractive and memorable (Fairmont).

All in all, gathering all the components of the Fairmont Chateau Lake Louise Hotel and Resort's DNA, we can get a clear and complete picture of the core values presented by this business entity in relation to the importance for customers (Figure 22).

Based on the Fairmont Chateau Lake Louise Hotel and Resort's DNA, it is possible to comprehend its core values in an easy and perceivable way. It is also possible to compare both DNA's and see common components, which are common goals in most cases, and to enhance cooperation starting from the same values. Definitely, it is just part of the overall picture of the hotel and resort's and the park's operation, but it is what is needed for this particular thesis in order to see what common values they stand for and promote.

3.3 Case Study Methodology

There is always a choice between qualitative and quantitative research for any thesis, or a combination. For the purposes of the current thesis, qualitative research is going to be used in order to get a deeper insight. Qualitative research is a means to get a deep understanding, someone's thoughts and wishes, motivations, and feelings (The Marketing Donut).

Speaking of qualitative research, it is essential to know that there are three most common methods (Northeastern University):

1. Participant observation – observing natural behavior of the object of study

2. In-depth interviews – focus is on individuals and their points of views on specific topics
3. Focus groups – gathering data on the cultural norms of the groups

Logically, both primary and secondary data should be used for the thesis; therefore, ethnography and netnography are going to be applied as methods of the research. Ethnography is a “descriptive work produced from such research” (Merriam-Webster). This method includes interviews, inspection of internal and public documents, publications, and so forth. Netnography is quite a new method focusing on material online, in the Internet. Clearly, due to physical distance of the research, netnography is one of the most convenient methods for this thesis and going to be equally used to gather data.

To be more precise, the official websites of the involved business entities are going to be reviewed and studied in depth in order to obtain the necessary information, i.e. the luxury Fairmont Chateau Lake Louise Hotel and Resort, the Banff National Park, Travel Alberta, Parks Canada, Banff Lake Louise, and so forth. Furthermore, the other websites are going to be reviewed and studied because they might reveal different points of view or any additional facts, i.e. Statistics Canada, Luxury Travel Magazine, National Geographic, and so on.

What comes to the current Master’s thesis, special literature related to the subject of the research and theoretical framework, i.e. primary and secondary sources, is to be reviewed and studied in order to get a scientific proof to the theory, some guidance for the research, and clearer comprehension of the matter. The current thesis has, in a way, a case study style, focusing more on a particular business entity in a particular protected area; therefore, close relation to both objects is going to be in the core of the thesis.

As mentioned earlier, the qualitative research is going to be conducted in order to get a deeper understanding of the subject. Therefore, a purpose of the research is its quality and depth of the insight instead of quantity. It is especially important when it comes to interviews. In this case, the email interviews were prepared for some managers working at the luxury Fairmont Chateau Lake Louise Hotel and Resort. Among the respondents are the only managers occupying certain positions responsible for (or directly related to) various environmental aspects of the luxury Fairmont Chateau Lake Louise Hotel and Resort’s business operations in the area. The email interview questions were prepared to fit the position of each of the contacted person. The expected number of replies is not high due to the respondents’ busy schedule or any other

factors. Anyway, the email interview is going to have its contribution to the current Master's thesis.

Naturally, the focus of the thesis is the luxury Fairmont Chateau Lake Louise Hotel and Resort managers' perspective to CSR in the Banff National Park; therefore, most of the information is going to be available from the official website and other credible online sources. This is the reason most of the research is focusing on the online material, supplemented by special literature studies.

4 RESULTS OF THE RESEARCH

Nowadays, luxury services providers, and especially hotels and resorts, are trying to meet customers expectation along with the ENGO's requirements. At times of fierce competition, it is necessary not just obey the responsible environmental policy, but also to reflect it in promotion so that customers are aware of a company's (or any business entity's) actions. As customers become more educated in questions related to the environmental issues, the pressure and expectations from companies (business entities) are set higher. In this sense, the luxury Fairmont Chateau Lake Louise Hotel and Resort is not an exception and it is trying to be among the leaders.

4.1 Descriptive Overview of the Results

Logically, it makes sense to review the official Fairmont website and get familiar with its reports and statements. First of all, the Fairmont Hotels and Resorts published an informational memo about its Sustainability Partnership program, which claims that "a company-wide stewardship program, strives to minimize ...[the Fairmont]... properties' operational impact on the environment through resource conservation and best practices" (Fairmont). Here it states that all Fairmont properties are aiming at reducing the amount of water consumed (meaning no water wasted for no reason, only for use), conservation of natural resources, following the legislation, and valuing the cultural heritage. They also promise to collect customer feedback for the purposes of the environmental programs as well. Anyway, it is required to take a look at the respondents and their replies.

4.1.1 Focus Group

For the purpose of the current Master's thesis, the email interviews have been conducted as a means to obtain the primary data. The focus group was rather limited and specific. The decision was made to concentrate on the management positions only in order to get replies from the persons directly responsible for the luxury Fairmont Chateau Lake Louise Hotel and Resort's operations. Therefore, specific management positions were chosen and thus people occupying those positions were contacted. Among them are the Environmental Systems Manager, PR Manager, Marketing Manager, Regional Director, and some other persons.

Clearly, the employees were not chosen as the focus group due to several reasons. First of all, the employees are not making crucial decisions at the company, though they work as a "face" of the hotel. Secondly, there might be new employees who are not yet deeply familiar with or not so much dedicated to the company's CSR practices. Thirdly, it is quite problematic to contact employees due to different schedule and it normally consumes their time off work. Fourthly, it is also a matter of privacy; any reply received from an employee must be checked and approved by a manager.

Obviously, the focus group was chosen based on certain requirements, i.e. direct responsibilities related to the environmental issues and the luxury Fairmont Chateau Lake Louise Hotel and Resort's CSR policy. Therefore, the focus group is quite specific.

4.1.2 Email Interviews

What comes to the means of contacting the chosen persons, the format of email interviews was chosen due to the distance and time difference issues. All the respondents were sent personalized emails with the word file prepared for them to fill out the answers. The questions were aiming at deeper understanding of the luxury Fairmont Chateau Lake Louise Hotel and Resort's environmental policy and management's comprehension of this policy in terms of CSR practices in the area of business operations.

As a matter of fact, only 7 persons were chosen as respondents due to their positions and ability to provide more complete information; though, only 4 replied. The number of replies can be justified by various reasons, such as busy schedule, delivery issues (if an email goes to Spam

folder instead of Inbox), or any other reasons. Nevertheless, the received replies were enough to complement the research.

4.1.3 Outcomes of the Email Interview

As a result of the email interviews, some general picture has been created. The most common points mentioned by the respondents who replied to the emails were, of course, the achievements of the environmental programs and new focuses, the attempt to minimize the negative impact on the environment, and destination, which is highly attractive and thus needs to be protected properly.

As a matter of fact, some of the respondents pointed out that the luxury Fairmont Chateau Lake Louise Hotel and Resort “has reduced hotel water consumption by 40% since 1995”, which is a subject of certain pride. It is quite a good achievement in terms of just one particular place. It is obvious that if every business entity sets similar goals and tried to reach them, it is going to positively influence the environment. It was also mentioned by a few respondents that the luxury Fairmont Chateau Lake Louise Hotel and Resort has its “Sustainability committee who conduct regular trail and shoreline cleanups”, which, undoubtedly, creates quite a positive image for the company.

Obviously, the management of the company comprehends the importance of the wildlife and nature in the area not just for business, but also for communities; it is proved by one of the respondents who emphasized the fact that “Fairmont Chateau Lake Louise has sustainability at its very core as it is our natural surroundings which makes our destination so breathtaking”. Representatives of the company are aware of their responsibilities and they understand that they have to be devoted to the CSR practices implemented by FCLL.

On the other hand, the luxury Fairmont Chateau Lake Louise Hotel and Resort is planning to make it even more attractive winter destination, meaning more visitors in the park. According to one of the respondents, the company is emphasizing its focus on winter season, hoping that “in the future Fairmont Chateau Lake Louise will be synonymous with authentic winter adventures”. Certainly, this is going to raise a question of how good it is for the park if a number of visitors are going to be high during the winter season as well. Definitely, all the pros and cons must be considered before making any kind of decision; though, it is a good chance for innovation in terms of diminishing the negative impact on the environment.

Based on replies, it was a little unclear how the FCLL management would be planning to decrease the impact on the environment when the amount of tourists is expected to increase. If the traffic in the area is going to double, the luxury Fairmont Chateau Lake Louise Hotel and Resort, the Banff National Park, the provincial and federal governments, ENGO's, and other involved stakeholders will have to find a solution to the problem of continued disturbance of the wildlife and nature. Further consequences are not yet clear and no real estimations have been provided. At this moment the plan is in its development, whereas certain actions to be taken, in order to diminish the negative impact from an increased number of tourists, are, most likely, going to be provided by the management in the nearest future.

All in all, a clear impression of devotion to the luxury Fairmont Chateau Lake Louise Hotel and Resort's CSR practices was present upon receipt of the email interview replies. Respondents seemed to be proud of what they were doing in terms of environmental issues and their achievements. It is a good sign of a common objective to be reached by the company, which comprises a complete understanding of the corporate social responsibility practices.

4.2 Build-up of Corporate Responsibility Schemes

According to the official Fairmont website, the luxury chain of hotels and resorts involves communities (on a voluntary base) into its environmental programs by educating people, organizing clean-up days, and working in youth centers. The Fairmont also establishes partnerships with organizations whose goals are the same or similar in terms of environmental issues and relationships with communities of the area of operation (Fairmont). As part of the Corporate Social Responsibility (CSR) practices, the Fairmont tries to apply local initiatives, which do not contradict with the company's policy (Figure 23). Over the years, responsible environmental business operations became the core value of the Fairmont Hotels and Resorts, continuing the previous environmental program "Green Partnership" (1990-2013). That program aimed at minimizing the impact of the luxury chain's business activities in the areas of operation and on a global scale as well, and it was "accompanied by a guidebook on sustainable best practices in the lodging industry" (Fairmont). The "Green Partnership" programs focus was on energy and water conservation, waste management, and contribution to the local communities.

Secondly, the Fairmont chain of hotels and resorts created several environmental programs over the years, for instance, the "Fairmont's Bee Sustainable Program" and the "Fairmont's Herb

Gardens”, where the first program is about protecting bees, creating some facilities for them, and harvesting own honey, and the second program is about organically growing herbs and vegetable with no herbicides or pesticides in order to serve them to the customers (Fairmont). The same stands for the Sustainability program, which enhances the above mentioned environmental goals along with the responsible business practices.

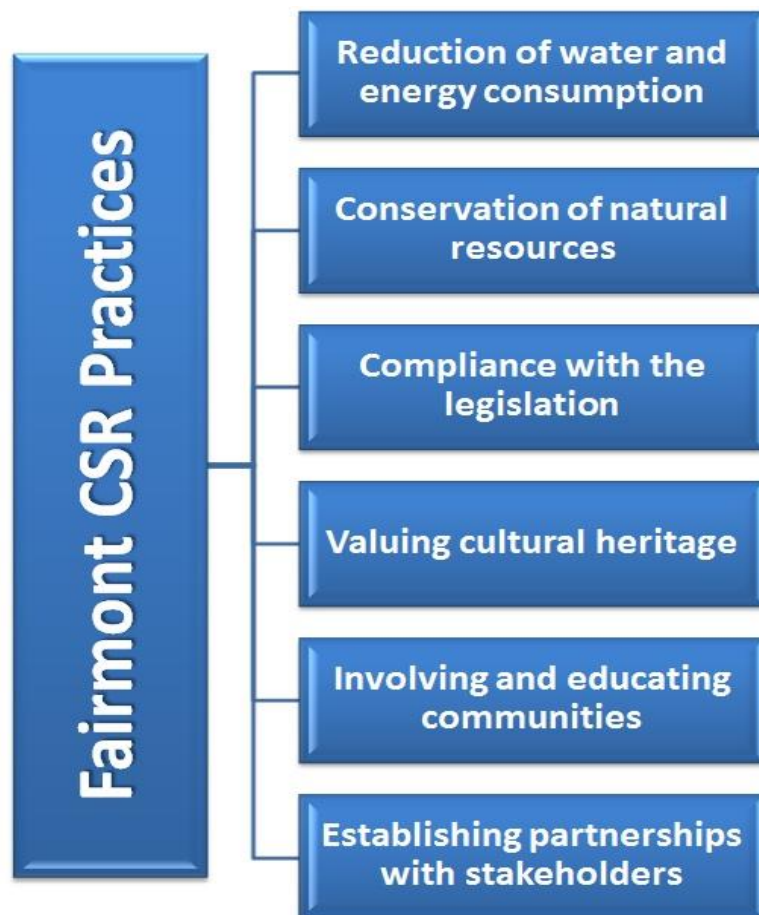


Fig. 23. The Fairmont CSR practices (Fairmont)

The Fairmont chain of luxury hotels and resorts states its guiding principles as the following (Fairmont):

1. Responsible business – all business activities must be conducted in a responsible, honest, transparent, environmentally friendly, and ethical manner
2. Sustainable growth – all operations and development must be implemented in a sustainable manner with the main focus on the hotel and resort’s unique environmental location

3. Integrity – integrity as the major component of decision making process in order to obtain strategic goals, benefit the communities and the environment
4. Innovation – the use of “dynamic thinking and innovative technology to enhance the luxury experience, while adapting and responding to the changing market and global environmental issues” (Fairmont)
5. Recourse efficiency – reduction of the negative impact of the business operations and consumption of natural recourses
6. Equality and respect – support of quality and mutual respect, compliance with the global ethical code of conduct
7. Communities – investment in communities in order to have growth and positive influence from the “business-community” relationships, and to leave a good legacy for the future generations
8. Focus on our people – focus on employees in order to give opportunities for growth, success, and to be a good citizen to the communities

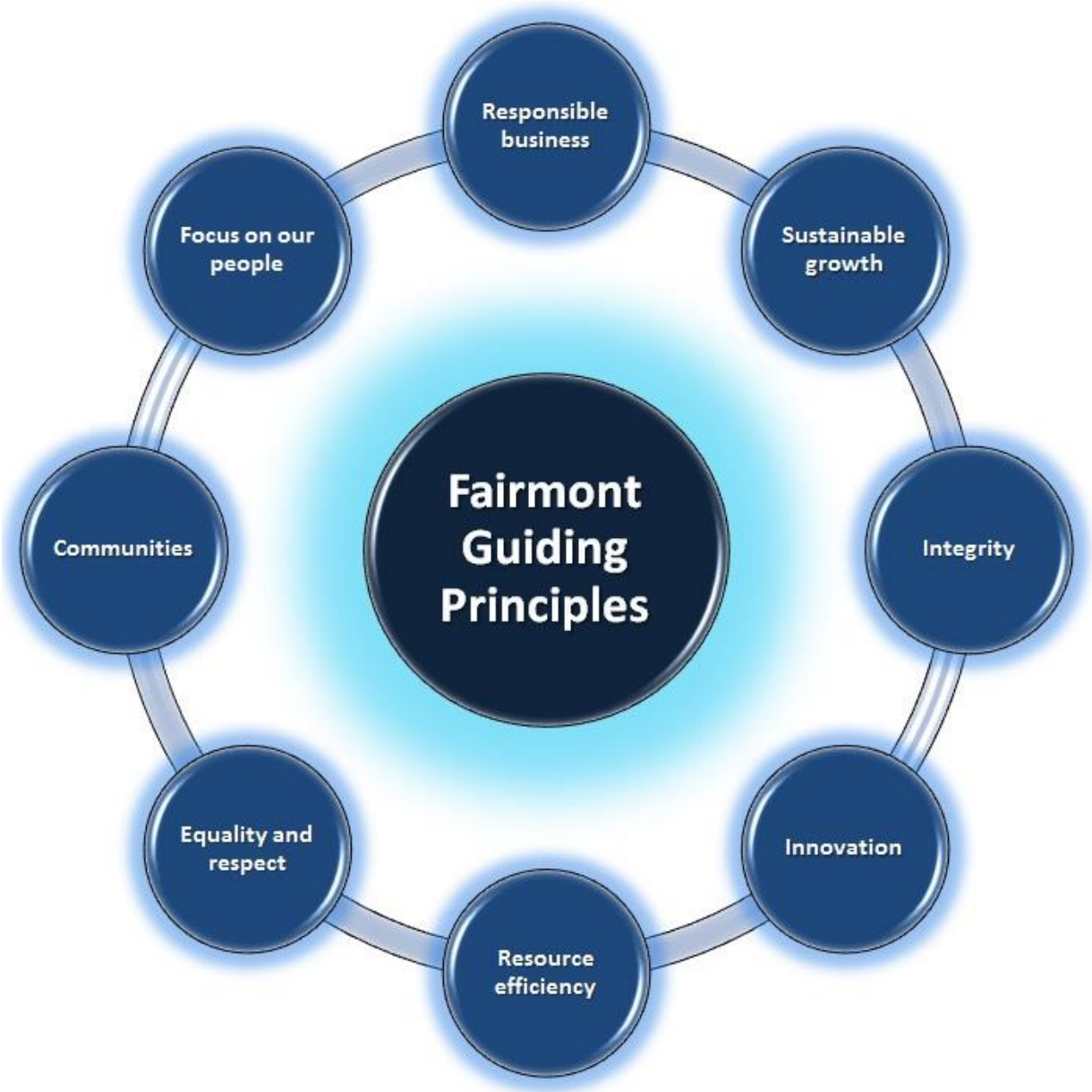


Fig. 24. The Fairmont guiding principles (Fairmont)

These guiding principles are needed to concentrate on the Fairmont's core values. It is a good reminder to keep on track and to develop oneself in terms of responsible business activities. The presented guiding principles encompass a wide range of the Fairmont Hotels and Resorts' business operations focuses (Figure 24).

The above mentioned Sustainability Partnership program is presented in the four program pillars by the Fairmont, i.e. responsible business, ecosystem, environment, engagement (Fairmont). The first component, responsible business, includes creation of the corporate sustainability report and participation in relevant sustainable rankings, development of a governance structure in order to guide the sustainability program, and establishment of the roles and responsibilities within the company in order to integrate sustainability principles into the Fairmont's business operations (Fairmont). Moreover, the Fairmont chain of luxury hotels and resorts established partnerships and joined the membership with various organizations, such as WWF (World Wide Fund for Nature) Climate Savers Program, International Tourism Partnership, and the Sustainable Travel Leadership Network.

As for the ecosystem component of the four program pillars, it contains an idea of integrations of sustainable practices into design and construction, studying and comprehension of the Fairmont Hotels and Resorts' impact on biodiversity, especially in the area of operation, and sustainable procurement in purchasing decisions made by the management (Fairmont). Obviously, the impact on biodiversity is one of the crucial topics of debates on business activities of the Fairmont. It is clear that an increasing numbers of visitors and guests directly influence the change in biodiversity of the area of operation.

What comes to the environmental component of the program pillar, it comprises the reduction of water and energy consumption, waste generation, and reduction of the greenhouse gas emissions (Fairmont). Recycling and waste diversion are the major focus of waste management conducted by the Fairmont. Moreover, the company is providing its stakeholders with necessary materials, as well as training, on environmental issues in order to reach stated objectives. Constant monitoring, recording, and benchmarking are the essential parts of the business operations. The company also states that the "Fairmont has always been at the forefront of environmental activism within the hospitality sector and is known for taking a leadership stance on issues affecting our planet" (Fairmont). As a matter of fact, the luxury Fairmont chain of hotels and resorts has been awarded in various nominations for the past years for its contribution.

And last but not least of the components of the program pillar, engagement is also a big part of the Fairmont everyday operations. It consists of providing a safe workplace for employees, promotion growth and development, making memorable unique experiences to the Fairmont Hotels and Resorts' guests (along with the integration of the sustainable practices in their stay), focusing and enhancing partnerships with stakeholders, and addressing direct and indirect influence on communities (Fairmont). Undoubtedly, proper training, not just on work but on safety techniques as well, is conducted regularly in order to avoid any incidents or accidents at a

work place. Mutual respect and quality is routed into the principles of business activities of the Fairmont as a business entity.



Fig. 25. The four pillar of the Sustainability Partnership program (Fairmont)

All in all, the four pillars of the Fairmont Sustainability program include all aspects of the main objectives stated and processes implemented by the company (Figure 25). The program clearly addresses today's global needs which are being achieved locally in order to be a "good citizen" and maintain the competitive advantage over the rivals in this business.

As a matter of fact, the National Geographic Traveler described the luxury Fairmont chain of hotels and resorts as having “the most comprehensive environmental program in the North American hotel industry” (National Geographic Traveler).

Obviously, the core value and the goal of business operations for many hotel chains is to reduce the environmental impacts and to get the communities involved into the company’s principles of operations; therefore, the way hotels and resorts communicate their environmental commitment is what differentiates them from the others. Undoubtedly, “good environmental communication can become an advantageous differentiation factor and create a positive brand image” (Chen et al. 2009, p.133).

Definitely, customers used to seek the most suitable accommodation for themselves, regardless the consequences to the environment; however, this has changed over the years as people became more educated in this issue. Thus, their expectation has shifted from their ego-centered needs and wants onto the environmental needs in combination with own. Having a wide choice of alternatives, people tend to choose accommodation based on location, prices, level of services, and its corporate social responsibilities practices.

According to the official Fairmont website, the Fairmont Chateau Lake Louise Hotel and Resort, in the province of Alberta, Canada, is getting its green power from the wind and river generators since 1999, thus having the minimum level of impact on the environment (Fairmont).

Naturally, the Fairmont Chateau Lake Louise Hotel and Resort promotes itself on its official website as the one being located in the Alberta’s Banff National Park, a UNESCO World Heritage Site, and “recognized globally for progressive environmental stewardship and responsible tourism” (Fairmont). It emphasizes its contribution to the communities and to the area of its business operations. Meanwhile, the official Banff National Park website describes the Fairmont Chateau Lake Louise Hotel and Resort’s services rather than its environmental commitment (Banff National Park). The same goes for other sources promoting the hotel and resort, for example, Luxury Travel or Luxury Travel Magazine.

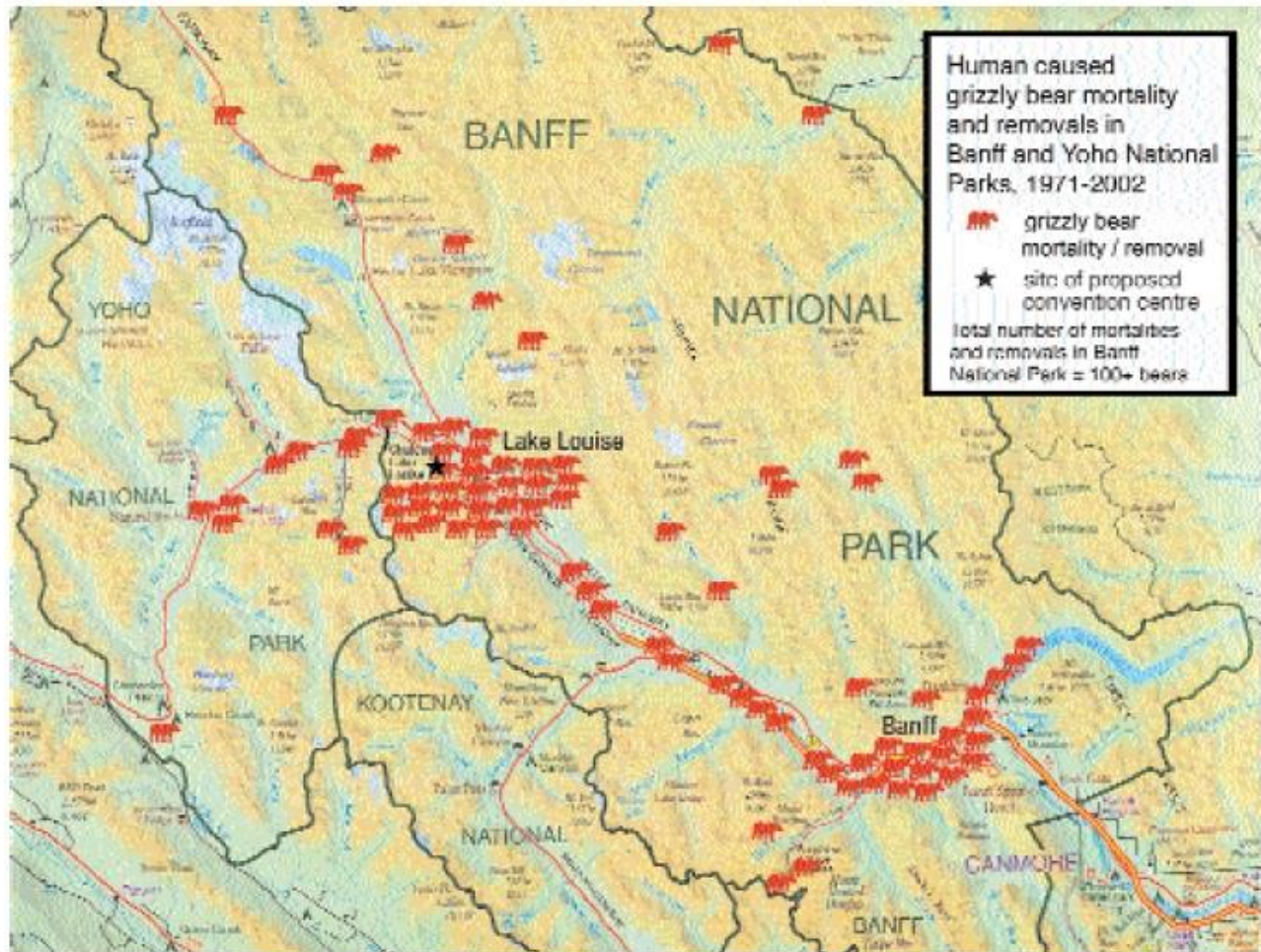
What comes to the Banff National Park, it is worth mentioning that the park’s protected area is 6641 square kilometers with three ecoregions, Alpine, Subalpine, and Montane (Parks Canada). Interestingly, to celebrate the Banff National Park’s 125th anniversary in 2010, the paved 16-mile

trail was created strictly for walking, cycling, and in-line skating. The trail got the name of the Banff Legacy Trail, which mainly runs along Trans-Canada Highway (Trans-Canada 1) (Banff Lake Louise).

4.3 The Growing Number of Visitors – the Example of the Grizzly Bear Mortalities

As the Banff National Park is getting more and more attention, the increased traffic started to cause more problems. For that reason proper traffic management was required. In recent year, it became clear that the Trans-Canada Highway would need an upgrade in its width, from two lanes to four. It has been a problem to understand the impact of such an upgrade and to find solutions. As a result, the two major solutions were found and implemented, i.e. the installment of the 82-kilometer-long fence on each side of the Trans-Canada Highway in that area in order to keep animals away from the road, and the construction of the 6 overpasses and 38 underpasses for animals in order for them to migrate from one place to another without lethal collisions (Parks Canada).

Clearly, this solution has been especially positively decisive for the population of the Grizzly bears dying after the collisions with vehicles and trains due to increased traffic in the area (Environmental Investigation Agency 2012). This has certainly been a relief for the Fairmont Chateau Lake Louise Hotel and Resort, since it was the destination for many travelers. The implementation of the solution has been proven to be successful, regardless the costs (CBC News 2014).



Note: only mortalities / removals with known locations that lie within the borders of this map are represented

Fig. 26. The Grizzly bear mortalities and removals in Banff National Park (Environmental Investigation Agency 2012).

According to the report of an independent Environmental Investigation Agency, over 2,350 large animals and birds were killed in the past 20 years on the highways and railways only (Figure 26). It is a huge threat to the ecosystems of the park and the entire area around. Moreover, the report emphasized improper management which has led to such a problem; besides, “with over five million visitors annually, two towns, a transcontinental railway, a four-lane highway, three major ski hills, and almost 50 campgrounds there is not one corner of this supposedly protected area that has not been invaded” (Environmental Investigation Agency 2012).

In addition to that, the Fairmont Chateau Lake Louise Hotel and Resort revealed its plans for extension, i.e. to build a conference center. The environmentalists opposed this idea and

provided reasonable facts that a new conference center would increase a number of visitors, extend the tourists season, and would require new resources to be consumed, thus disturbing and damaging the environment in the area greatly (Environmental Investigation Agency 2012). Obviously, a combination of all those factors would play a fatal role in the Banff National Park's ecosystem services and its biodiversity. As an opposite to that, the Fairmont Chateau Lake Louise Hotel and Resort management was trying to propose various alternatives if the harm is proven, though the environmentalists provided clear arguments that the conference center would not replace the existing customers with business travelers but add up more, thus increasing the highly harmful impact on the Banff National Park (Environmental Investigation Agency 2012).

Table 1. Road and rail mortalities in the Banff National Park, 2012 (Environmental Investigation Agency 2012).

Species	Road and rail mortalities in the Banff National Park since 1981	Population size (2012) in the Banff National Park
Black bear	41	Apprx. 60
Moose	86	Apprx. 40-60
Wolf	34	Apprx. 55
Elk	1264	Apprx. 2000 (summer) Apprx. 500 (winter)
Deer	602	Apprx. 660 (summer) Apprx. 160 (winter)

In order to prove the opposing arguments, the report published by an independent Environmental Investigation Agency contained the statistical data on population of animals in the Banff National Park. Even though it dates back to 2012, the overall picture is quite clear in terms of the damage in the area (Table 1).

As a result of long debates and disputes regarding the matter, the luxury Fairmont Chateau Lake Louise Hotel and Resort failed to prove that the construction of a new conference center would not lead to more damage to the wildlife in the area. That proposal has received a huge resonance from those who opposed it and perceived such practices as unacceptable (Environmental Investigation Agency 2012).

Obviously, that proposal has left its impact on the Fairmont Chateau Lake Louise Hotel and Resort's (and the Fairmont chain in general) reputation, though not all customers are following the updates concerning the Fairmont chain's decisions and proposals. Thus, nowadays the luxury Fairmont chain and especially the luxury Fairmont Chateau Lake Louise Hotel and Resort is making its greatest emphasis on its responsible environmental management practices and competing in the field of the so-called "green luxury" (Hersh 2009, p.11).

On the other hand, a serious attempt to be a good "citizen" in the area, the luxury Fairmont Chateau Lake Louise Hotel and Resort is actively conducting new programs to diminish the harmful consequences of their business activities. Moreover, as pointed out by the respondents, all that helped the hotel and resort to receive the Green Key award for participating in various environmental projects with Park Canada and decreasing its negative impact on the Banff National Park. It is a clear representation of the company's contribution into the environment and society living in the area.



Fig. 27. Triple Bottom Line (University of Vermont)

Unfortunately, not all of the respondents were able to answer or answer in time to the email interviews; thus, the data obtained were used in order to proceed with the research. Some of the

respondents wished to be anonymous due to their own policy or issues. However, the obtained data were enough to complement the findings from other sources.

Definitely, the luxury hospitality and tourism business operations in a conservation area may and do jeopardize the wildlife. There is always an ongoing trade-off between the components of the Triple Bottom Line, which are People, socially responsible, Profit, economically viable, and Planet, environmentally sound (University of Vermont). The luxury Fairmont Chateau Lake Louise Hotel and Resort has good potential to cope with all these challenges if educating people and cooperating with the stakeholders (Figure 27). As the research represented, the company has made a great effort to establish some ground rules for itself to be a responsible business entity conducting sustainable business operations in a majestic and picturesque protected area of the Banff National Park.

Obviously, speaking of the negative impacts of an increased number of travelers, it is worth to mention that about 4 million people visit the Banff National Park annually with the peak season being in July and August (Banff Lake Louise).

According to the Statistics Canada, the most visited provinces of Canada are Ontario, Quebec, Alberta, and British Columbia (Statistics Canada). It remains more or less the same over the years, though the overall number of tourists is growing year by year. As the statistical data represented in the Table 1, the most popular with the U.S. residents transport is automobile (Table 2). Even though the problem is partly solved by the fence and over- and underpasses, some areas are not protected the same way, thus the harmful impact is going to continue. However, air transportation is the second popular option with the U.S. residents and the priority for the residents of other countries. The air travel is leaving its footprint on the environment as well; therefore, we can easily expect negative consequences. As for the railroad, it is of the main concern in terms of the wildlife safety. Since railroads do not have the fence along the way, the impact cannot be predicted to decrease in the nearest future.

Naturally, this is going to have both positive and negative effects. On the one hand, the economy of the province and the overall economy of Canada are going to benefit from the increasing amount of tourists. Since hospitality and tourism are tightly connected with lots of other industries, recreation services, food and beverage, transportation, souvenirs, museum, amusement parks, and so forth, the impact on economy is expected to be quite high, thus providing thousands of jobs for the residents (Statistics Canada).

On the other hand, there is going to be a clear negative impact on the environment; the disturbance of the natural surrounding areas and wildlife will cause dramatic changes in the ecosystems. It is obvious that the capacity of the Banff National Park in terms of disturbance and the length of the peak seasons for tourists is quite limited (Parks Canada).

Definitely, there are lots of different factors boosting the tourism, especially in Canada. First of all, the exchange rate between the U.S. and Canadian dollar, gas and oil prices, and increased numbers of airline destinations made it more attractive and possible for people to visit Canada (Business in Vancouver 2015). Logically, the easy of entering is especially actual for the citizens of the United States as the nearest and the most important neighbor for Canada.

Table 2. Non-residents travelers entering Canada (Statistics Canada 2015)

	2010	2011	2012	2013	2014
TOTAL NON-RESIDENTS	25,621.2	25,066.1	25,317.9	25,166.9	25,557.9
United States residents	21,165.7	20,543.5	20,719.2	20,435.2	20,345.4
By automobile	15,313.7	14,633.6	14,618.0	14,141.0	13,898.1
By plane	3,670.1	3,720.3	3,812.0	3,995.5	4,290.9
By train	145.1	150.8	145.4	146.0	138.2
By bus	771.8	777.1	842.9	860.3	807.2
By boat	911.7	908.5	934.0	931.2	863.1
By other methods	353.5	353.1	366.7	360.9	348.0
Residents of other countries	4,455.7	4,522.8	4,598.9	4,731.8	5,212.6
By land	598.7	555.6	610.2	611.9	722.8
By air	3,697.3	3,801.6	3,822.8	3,955.9	4,311.5
By sea	159.9	165.1	165.9	164.1	178.0

According to the World Travel and Tourism Council report 2015, the tourism industry has experienced growth in a number of visitors of 6.6%, meaning the growth of employment as well, which positively affected the overall economy of Canada (Statistics Canada). Meanwhile, (as per August 2015) Statistics Canada indicate that there is a decrease in the occupancy rate of hotels in the province of Alberta, which is the home of the Fairmont Chateau Lake Louise Hotel and Resort, and there is an unexpected increase in the hotels occupancy rate in the Northwest Territories and Yukon. It might as well indicate that people started to choose exotically wild destinations sacrificing certain comfortable feature of their everyday life.

On the contrary, speaking of the number of visitors in the province of Alberta, and exactly the Banff National Park, it has experienced the highest number of tourists for the first half of the 2015, i.e. an increase in attendance of the national park of more than 5 percent, historical sights and museums of 23.7 percent, as reported by the media. This campaign, offering 30 percent discount, has brought visitors from all over the world, but mainly from the United States due to a heavy promotion campaign launched in Texas, California, and New York and aimed at certain groups of tourists. It is claimed that hotels and other businesses, for example, souvenir shops, helicopter tours, are experiencing high demand in their services due to an ongoing number of tourists. The similar situation was reported earlier from the province of British Columbia with a high season continuing in the city of Vancouver. In contrast to the visitation of the Banff National Park and historical sights, to places in the province of Alberta are showing poor results in terms of hotel occupancy, i.e. the city of Calgary and the city of Edmonton (Global News 2015).

Clearly, these numbers are just representing the period of about 6-8 months only with high hopes for the upcoming winter season 2015-2016. Based on the results of the previous seasons, the provincial government of Alberta has decided to “to grow tourism to \$10 billion by 2020” (Global News 2015). Economically, it is a good move and it creates a solid competition for other places both in Canada and outside. According to the media, such an increase has created 127,000 jobs in the province by being “an \$8-billion industry” (Global News 2015). However, this will have certain consequences in terms of the disturbance of the conservation areas.

In addition, due to recent events in Europe, i.e. political instability and safety issues, Europe is dropped out of the mass competition in the fields of hospitality and tourism for an uncertain period of time. Therefore, distant destinations are going to seem the most desirable due to their safe locations. Definitely, this might boost up tourism in Canada even more than predicted (Euronews 2015).

All in all, economically predictions reflect a positive side of the increase in the tourism, though environmentally there might be severe damage to the area. Whether or not it is going to be controlled and properly managed by the luxury Fairmont Chateau Lake Louise Hotel and Resort and the Banff National Park is a question. Meanwhile, statistical facts promise a bigger demand in this industry.

4.4 Summary of Results: SWOT Analysis from a Sustainability Perspective

Obviously, having reviewed and analyzed all the information, it makes sense to conduct a SWOT analysis in order to have a visible and clear representation of the Fairmont Chateau Lake Louise Hotel and Resort's current and future situation, i.e. its strengths and weaknesses, opportunities and threats. All the components are based on a current economic and political situation in the world.

First of all, the luxury Fairmont Chateau Lake Louise Hotel and Resort's strengths are its overall reputation, because people choose this particular hotel and resort, its personnel, highly experienced and well trained, its location, a picturesque scenery all around attracts customers, its connections with partners, tight partnerships with stakeholders, its wide variety of services, guests can choose between lots of options and enjoy their choice, its identity, being a Canadian-based brand with Canadian-American roots is seen as an advantage, especially in terms of nature conservation, its affordable prices, even non-luxury customers may afford this luxury experience once in a lifetime, its various environmental programs, which lead to a decrease in negative impact and a raise in awareness of the issue, its promotion, which is quite attractive and motivational, inspiring people to think more about the environment, and its history, which is the company's soul (Fairmont).

Secondly, the luxury Fairmont Chateau Lake Louise Hotel and Resort's weaknesses are its proposal of a conference center, which appeared to be potentially even more harmful to the wildlife in the area than the current (at that point) situation, its quite distant location, not being the hub for business or transit travelers requires an additional transportation to the destination, and its direct and indirect negative impact on the wildlife in the area (Environmental Investigation Agency 2012).

Thirdly, the luxury Fairmont Chateau Lake Louise Hotel and Resort's main opportunity is attracting new businesses to create a unique ultimate luxury experience, for instance, luxury helicopter services, since luxury rail services are already widely provided in Canada, luxury helicopter services would be a plausible option. Another good opportunity would be a development of film tourism in the area; the location seems appropriate and attractive, this could be as well a promotional material for the Fairmont Chateau Lake Louise Hotel and Resort. Besides, according to Peter Drucker, "Results are gained by exploiting opportunities, not by solving problems" (Entrepreneur 2014).

Fourthly, the luxury Fairmont Chateau Lake Louise Hotel and Resort's threats are too high pressure from ENGO's and, as a result, new regulations contradicting with the Fairmont's business operations, the global economic crisis, terrorists' attacks, nowadays it is a high possibility and thus must be taken into consideration seriously, change in the Banff National Park's ecosystems may cause unwanted troubles, another competing hotel and resorts opens in another national park with more attractive options for customers, or some other hotels and resort group purchases the Fairmont and implements the changes.

All in all, the luxury Fairmont Chateau Lake Louise Hotel and Resort's current situation seems to be stable; the company has all the required assets for the successful business operations. The SWOT analysis demonstrated the internal strengths of the company along with its opportunities, and revealed some weaknesses and possible threats (Figure 28).



Fig. 28. The SWOT analysis

5 DISCUSSIONS AND RECOMMENDATIONS

Summarizing the reviewed and studied literature with all the findings, it is possible to say that despite a big issue with the wildlife in the area, directly and indirectly caused by the luxury Fairmont Chateau Lake Louise Hotel and Resort's business operations in the Banff National Park, the company is clearly trying its best to diminish all the negative impact on the environment and keep its good reputation on the same level.

Based on the respondents' replies, it is possible to see that they are motivated to do "good" at heart, thus being dedicated to the luxury Fairmont Chateau Lake Louise Hotel and Resort's core values. People working there need to maintain and even improve their level on a constant basis in order to stay keep their competitive advantage over the rivals.

Clearly, it is not just about the luxury Fairmont Chateau Lake Louise Hotel and Resort's reputation or ability to keep conducting its business activities, but it is also about the contribution to the society and the environment, so that further generations could enjoy and benefit from the usefulness and beauty of the natural resources. In order to prove the statement, it is necessary to take a look at a good Peter Drucker's quotation, which says that "doing the right thing is more important than doing the thing right" (Entrepreneur 2014).

Furthermore, if we think about the natural resources, we are responsible for them and we only need to take what we need and to make sure they renew in time. It is the major concept of the sustainable development, which is the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (International Institute for Sustainable Development). The concept focuses on limitations of wishes and needs. Relating this concept to the luxury Fairmont Chateau Lake Louise Hotel and Resort, it is possible to see that the company has implemented this concept long ago and made it the core value.

Obviously, taking actions alone is not enough; educating the society is required. People need to know and comprehend the problem and need to be aware of any kinds of the environmental issues. The luxury Fairmont Chateau Lake Louise Hotel and Resort is focusing on the community education and engagement in order to reach the common objectives. Definitely, previous incidents and the case of the conference center became a good lesson for the luxury Fairmont Chateau Lake Louise Hotel and Resort and even a bigger incentive to develop its corporate social responsibility practices and to keep its focus on environmental issues.

All in all, the luxury Fairmont Chateau Lake Louise Hotel and Resort leaves a very positive impression and keeps its good image. Some mistakes and failures did not prevent the company from trying its best and made it even more prosperous at times of economic and political instability and able to proceed with its environmental programs.

As recommendations, perhaps a few suggestions may be given, i.e. to involve each and every employee of the luxury Fairmont Chateau Lake Louise Hotel and Resort and more customers, and to inspire other luxury hotel and resort chains to join the environmental programs in order to have a global impact and by doing that to gain even better competitive advantage.

6 CONCLUSIONS

Nowadays, the industry of hospitality and tourism is facing a fierce competition, especially in the luxury segment of the market, while the world is struggling with the economic and political instability. All these factors affect businesses; however, various ENGO's help to keep the focus on the environmental issues.

As a matter of fact, after the deep analysis of the tourism management perspective to CSR at the luxury Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park, it is quite clear that the Fairmont Chateau Lake Louise Hotel and Resort is able to keep its promises, stated policies, and handle pressure. Even though the proposal of a conference center was not perceived well by the ENGO's, the caused harm of business operations due to the increasing amount of visitors to the area did not ruin the company's reputation.

Definitely, the risk of not keeping promises in luxury business is extremely high; therefore, when it comes to a certain case of a luxury hotel and resort in a national park, business activities should not be conducted at the expense of the environment or customer satisfaction. Clearly, certain harmony or synergy must be found. Synergy, or a "win-win" situation, is possible if customers are educated about the environmental issues and needs, and engaged with these activities, thus supporting the company's CSR focus. In the case of the luxury Fairmont Chateau Lake Louise Hotel and Resort, customers are already well educated about the matter and expect the company to behave in a proper manner. This pressure forces the hotel and resort to conduct the environmentally friendly operations only.

All in all, the reality is still not perfect, the latest reports, to be published by the end of 2015 or in the beginning of 2016, are going to show if the impact is still high and what actions must be taken in terms of traffic management in the area, limitation of visitors by the park and the hotel and resort in order to shorten the season of disturbance and decrease the impact.

Definitely, certain limitations were applied due to circumstances, i.e. the limitation in a number of respondents, because only certain people occupying specific positions were required for the research. Furthermore, times difference and distance were other limiting factors, which made it quite difficult to obtain deeper insight. However, valid replies to email interviews were provided by the targeted respondents from the luxury Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park.

In conclusion, it is worth to mention that any business entity is supposed to take environmental issues into consideration seriously when planning its business operations in a certain region, especially in a protected area. Obviously, the luxury Fairmont Chateau Lake Louise Hotel and Resort has proven to be one of the pioneers in the field of responsible business activities, despite certain negative impact; therefore, it has the potential for further development and improvement.

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APPENDICES

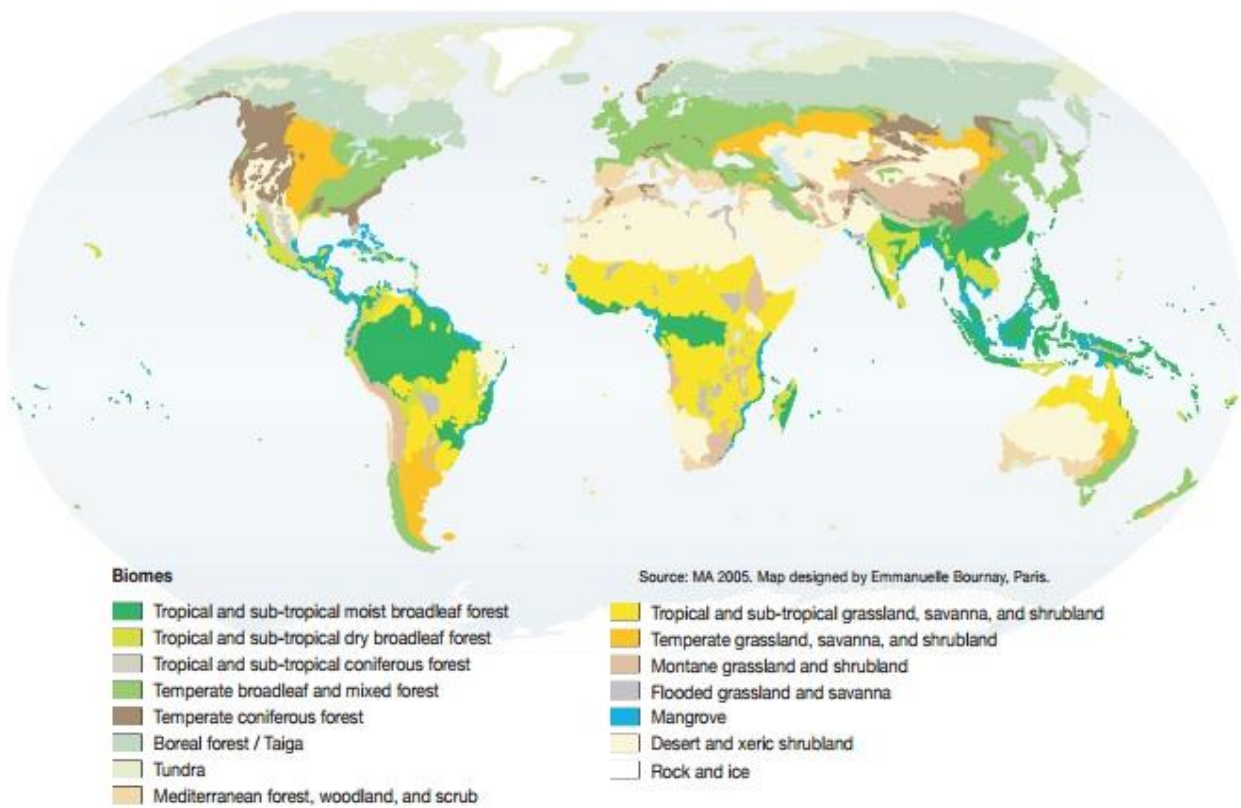


Fig. 9. The major forest biomes of the world (United Nations Environment Programme)

Email Interview Questions

Research questions concerning the promotion of the luxury Fairmont Chateau Lake Louise (FCLL) Hotel and Resort's services in the Banff National Park

1. Which are the best ways for the FCLL to promote its services?
2. What is the main focus (message) of the promotion of your services?
3. Do customers perceive the message of the promoted services?
4. Are customers involved or are they willing to be involved into contribution to the environment? Is the FCLL personnel involved?
5. How do you communicate with customers or people interested in CSR program of the FCLL?
6. What kind of positive or negative changes have you noticed or had a chance to observe since the CSR program was implemented by the hotel and resort?
7. What are the future environmental goals set by the Fairmont Chateau Lake Louise Hotel and Resort in the Banff National Park?

Thank you for your time and efforts answering these research questions!